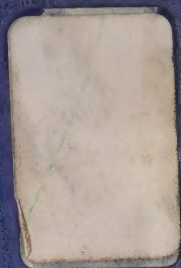


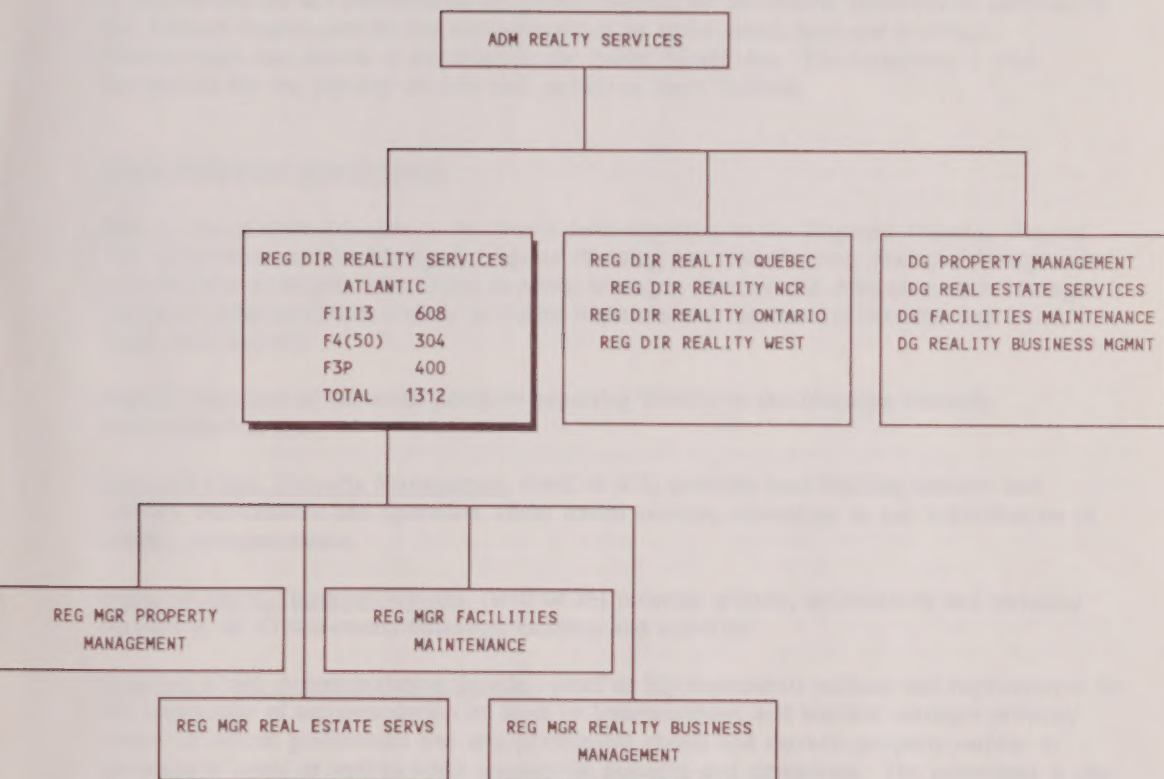
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Management Category
Position Evaluation Plan
Appendix C
Benchmark Positions




CA1
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: KK-6-A



BM: KK-6-A



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GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: KK-5-A

POSITION TITLE: Regional Manager, Property Administration

GENERAL ACCOUNTABILITY

Is accountable for the provision of all accommodation for all Federal Government activities in the Atlantic Region and for the management of all realty assets, land and buildings, Crown-owned and leased, as described in the Public Works Act. The incumbent is also responsible for the physical security and custody of these facilities.

ORGANIZATION STRUCTURE

This is one of eight positions at the fourth level reporting to the Regional Director General. The other seven are the Manager, Program Planning and Coordination; Manager, Design and Construction; Manager, Real Estate Services; Manager, Finance and Administration; Manager, Personnel Administration; Officer of Public Relations and Information Services; and Chief, Safety and Security.

Specific functions of the seven positions reporting directly to the Manager, Property Administration, are:

Regional Chief, Property Management, (staff of 413) provides total building services and utilities, maintenance and operation, client tenant services, alterations to and rehabilitation of existing accommodation.

Regional Chief, Technical Services, (staff of 26) provides utilities, maintenance and technical support to all Crown-owned buildings, facilities and activities.

Regional Chief, Accommodation Services, (staff of 22) implements policies and requirements for the acquisition of accommodation by lease or lease/purchase, and lets and manages property leased to various government and non-government clients and markets property surplus to government needs as well as retail commercial planning and operations. The incumbent is also responsible for the efficient and economic preparation of accommodation to satisfy the varied needs of the public service in the Region for the provision of all parking and moving facilities and activities.

General Manager, Goose Bay (staff of 256) is responsible for the operation of this self-contained community and for the provision of accommodation, municipal services, utilities and transportation necessary for the well being of several major clients, commercial and industrial operations, and the local population in both Happy Valley and Goose Bay. The General Manager is also responsible for maintaining and supporting the needs of the military presence of Canada, Great Britain, United States of America and the Federal Republic of West Germany.

Senior Project Officer, Goose Bay (staff of 4) is responsible for the planning associated with the Department's involvement in Goose Bay, the communications with other government departments, the communications and negotiations with provincial and municipal levels of government.

Chief, Program Control and Realty Systems, (staff of 4) develops and coordinates the overall fiscal and manpower planning for Branch activities.

Program Coordinator assumes the Property Administration owner/operator role on the project team for all stages of the Project Delivery System in the development and implementation of all major renovations, Crown contract projects and construction of additions to existing facilities.

NATURE AND SCOPE

The Manager, Property Administration is responsible for the management, operation and maintenance of all Crown administered premises, land and support services and for the leasing of accommodation for federal public servants.

In this region, the Property operations are carried out through 4 district offices and the Goose Bay operations office. The 4 district offices are located in Saint John, New Brunswick; Charlottetown, Prince Edward Island; Halifax, Nova Scotia; and St. John's, Newfoundland. The Goose Bay office is located in Goose Bay, Happy Valley, Labrador, Newfoundland.

The work of the Branch requires a mix of technical, managerial, administrative, professional, and operational skills. Although these skills are diverse in nature, the Regional Manager must coordinate and consolidate these into a cohesive, effective and efficient organization working to achieve the Department's goals.

As "Landlord", the Regional Manager is responsible for the provision of a full property management service to his/her tenants. This includes provision of all building services and operation, maintenance and repair of complex environments (HVAC) systems, vertical transportation systems (elevators, escalators, conveyors, etc.); and the operation and maintenance of fire safety and security systems. These building systems range from small residential type furnace and air-conditioning units to modern, sophisticated, computerized systems used in multi-story buildings and requiring widely diversified professional and technical skills to operate and maintain.

As part of the matrix management system, the Regional Manager receives line direction from the Regional Director General, functional direction from ADM (Realty) at Headquarters, functional resource support from the Director General, Property Administration at Headquarters, and in turn, has full line authority for the operations of the branch. The Regional Manager develops, recommends and implements policy relating to the effective management of the federal government's total property portfolio in the region.

The incumbent participates in, coordinates and integrates the long and short term planning of a series of accommodation programs and activities to meet the requirements of the federal government so as to contribute significantly to the stable growth of the region.

The incumbent maintains contact with client departments up to and including Deputy Minister and Assistant Deputy Minister levels to outline departmental, general and specific policy applications, to maintain amicable relationships, to clarify situations and exchange planning information.

In addition, the Regional Manager maintains contact with corporate property enterprises, individual landlords and private contractors whose interests and undertakings may conflict or fall short of departmental contractual interpretations, in order to negotiate solutions to major problems. Contact is maintained with corporate property developers and entrepreneurs involved or interested in the provision of accommodation facilities to government or the development of commercial space in Crown-owned buildings. This contact ensures maximum exchange of property administration and development information and experience to ensure that regional facilities are operated with efficiency at least comparable to the private sector.

As a member of the Regional Management and Realty Strategy Committees, the incumbent introduces planning and policy concepts, and projects, discusses problems and recommends solutions, and generally brings the maximum expertise and experience to bear on all matters affecting the Region as a whole. The incumbent chairs the Regional Environmental Safety and Security Council, the Property Administration Chiefs Committee, and makes frequent appearances before departmental Executive and Project Review Committees in discussion of Regional projects or special assignments given to the position by Executive Committee members from time to time.

DIMENSIONS (Constant Dollars)

Approximately 733 buildings of many different types having 365,012 square meters of floor space.

| | |
|-----------------------|-------------------|
| Number of Staff Years | 728 |
| Operating Budget | |
| Salaries | \$ 6.7 Mil |
| O&M | <u>\$ 4.2 Mil</u> |
| Total | \$10.9 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the efficient management of all federal government property in the Region in support of the Department's mission to manage real property and provide realty services.
- 2 Plans develops and recommends the extent to which accommodation resources are sufficient or are needed in order to provide for the accommodation requirements of client departments and agencies; and on the property administration human resources, material and funds needed to meet the accommodation program scope of activities.

- 3 Ensures that accommodation resources and realty facilities are maintained and operated in accordance with departmental standards, that they meet achievable energy conservation criteria, and that programs are in hand to adapt accommodation resources as easily as possible to changing requirements for future use and increasing needs for reduced energy consumption.
- 4 Ensures that short range training programs are carried out within the region to maintain the skills of staff and that forecasts and planning information is forwarded and recommended to permit long range development of departmental and governmental human resource planning, development and recruitment.
- 5 Directs the investigation of problem areas related to budget and finance, accommodations and operations and retail activities, formulates and assesses recommended solutions and approves or recommends their implementation.

EVALUATION RATIONALE

Regional Manager, Property Administration

BM: KK-5-A

KNOW-HOW

- F Thorough knowledge of management policies and practices for all realty assets (including land and buildings, Crown-owned and leased, and their facilities and equipment) within the Atlantic Region; lengthy seasoning in real estate management; sound knowledge of Crown realty assets and their use within region.
- III Operational management and maintenance of all Crown administered premises, land and support services within region; conceptual management of realty resources through formulation of policies and procedures with regard to regional plans and implementation of commercial and retail activities.
- 3 Critical level due to leadership, motivation, and guidance provided to seven manager functional specialists who in turn are responsible for 700 staff; frequent and regular contacts with senior departmental personnel of client departments, with corporate property enterprises, individual landlords, private contractors and property developers.
- 528 Middle number is consistent with the requirement for specialized techniques and competence within a narrowly focussed area of activity.

PROBLEM-SOLVING

- E Thinking within clearly defined programs and policies on realty management and administration; participates in, coordinates and integrates long and short-term planning of accommodation programs and activities.
- 4 Thinking requires analysis, interpretation and evaluation in identification and resolution of problems arising in application of contracts with corporate property owners and in leases with federal government departments.
- (43) Lower percentage recognizes the program and service complexities and the clearly defined nature of policies.

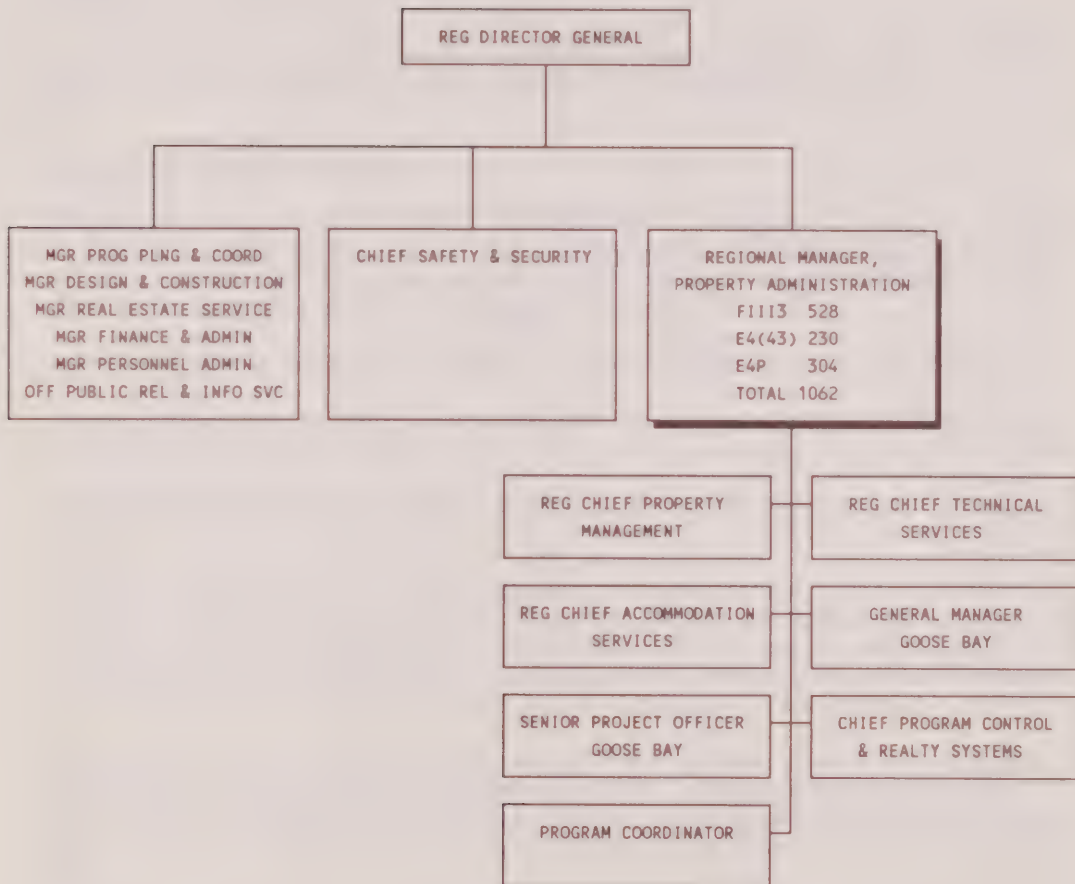
ACCOUNTABILITY

- E Subject to departmental practice and procedure in realty management; reporting to Director General but with heavy responsibility for day-to-day operation of program.
- 4P Primary impact on Directorate as represented by an operating budget of \$10.9 million (Constant) and staff of 728.
- 304 Lowest number reflects size of budget within dollar scale and significant degree of direction for efficient operation of program.

SUMMARY

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| FIII3 | 528 | E4(43) | 230 | E4P | 304 | 1062 | A2 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: KK-5-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: KK-46-A

POSITION TITLE: Regional Manager, Air Transportation Services

GENERAL ACCOUNTABILITY

Is accountable for directing the development, implementation and delivery of program in the Ontario Region in support of the clients' operations and maintenance activities.

ORGANIZATION STRUCTURE

This is one of six positions at the fourth level reporting to the Regional Director, Architectural & Engineering Services. The other five are: Regional Manager, Buildings; Regional Manager, Marine & Transportation; Regional Business Manager; Regional Manager, DIAND Technical Services; and Regional Manager, Air Transportation (PIA).

Reporting directly to the Regional Manager, Air Transportation Services are four positions:

Project Manager, Regional Program is responsible for conducting major projects to meet client requirements in the Ontario region.

Manager, Ottawa International Airport is responsible for managing client projects with respect to Ottawa International Airport.

Manager, A&E Resources is accountable for effective management and provision of all professional design services encompassing the civil, electrical, mechanical and architectural disciplines as well as technical support services in the areas of surveys and mapping, cost estimating, specifications, drafting, etc. The Manager, A&E Resources assigns staff to various project teams and directs, monitors and assesses the performance of resource staff.

Manager, Product Line Support is accountable for the management and provision of product line support in the areas of contract administration, word processing and typing, project scheduling and monitoring, etc. The Manager, Product Line Support assigns resources to the various project teams and directs, monitors and assesses the performance of product line support staff.

Staff of 48 is assigned on a project basis.

NATURE AND SCOPE

The Air Transportation Division, provides a full range of general and unique-to-clients' professional and technical expertise for the delivery of the clients' ongoing programs of expansion and restoration of airport and air navigation facilities at, Ottawa International Airport and some 20 other airports and at numerous on and off-airport air navigation sites throughout the Ontario Region, with facilities having a capital replacement value of approximately \$299.8 Mil (Constant).

The Division also provides through the Manager of A&E resources Value-for-Money functions for the total program at Lester B. Pearson International Airport at Toronto, with constant dollar project value of \$8.4 Mil and facilities having a capital replacement value of \$599.5 Mil (Constant).

The Regional Manager, Air Transportation has total authority for approved projects, to ensure technical excellence and completion within parameters of quality, cost and time. He/she receives broad line direction from the Regional Director, Architectural & Engineering Services and functional guidance from the Director General, Air Transportation, Headquarters.

He/she organizes and directs the delivery of the Regional Air Transportation program; assesses and appraises the feasibility of proposed projects for the program and recommends acceptance, rejection or changes prior to acceptance.

The Division participates in the development of the clients' long range program planning and implements and delivers the clients' current program. It is typically involved in approximately 600 projects at various stages of planning, development and delivery including a current capital construction program of approximately 100 contracts ranging in value from \$1,200 to \$7.2 Mil (Constant) per annum.

The total client program involves all professional and technical, architectural and engineering disciplines. Individual projects may consist of, for example, a major renovation and expansion of an existing international air terminal building or the reconstruction of a primary runway, implemented within a tight operating schedule while maintaining full airport operations, or a complete redevelopment of a national airport for up to 12 to 24 Mil (Constant) dollars.

Division services are provided for projects located throughout the Ontario Region, responding to the demands of a dynamic and variable capital program, of very diverse geographic and climatic conditions and of a wide range of specialized facilities and services, all within a context of extremely stringent safety and security regulations.

The Regional Manager also provides specialist advice and consulting services to other federal government departments, provincial Departments of Transportation and Municipal Airport Commissions and to other units within the Department.

The work presents serious challenges to the Regional Manager in developing and meeting project targets while fulfilling product line and regional goals. He/she must assess the annual program, plan and develop strategies, arrange for and allocate human and financial resources to best meet priority demands of the program.

The Regional Manager establishes priorities and objectives for each project and assigns specific projects to senior project managers ensuring that project teams are organized effectively and that terms of reference for the technical design are established. He/she ensures also that proposed design and construction methods and procedures reflect current technological concepts and trends.

Work load demands and government initiatives require the Regional Manager to draw heavily on private sector consultants. This requires careful analysis and evaluation of the skills and competencies of available consultants and in many cases, fostering the development of suitable airports expertise outside the division.

The Regional Manager has the responsibility for implementing quality control processes to meet clients' standards and maintenance requirements. In order to assure design quality, he/she has the responsibility for setting criteria and advising and directing designers through all phases of the project delivery system. He/she also develops in-house systems and participates at the Regional and Headquarters level in the development of systems for scheduling, cost and quality control.

The Regional Manager initiates and implements post-construction evaluations, cost analysis of projects and maintenance of detailed performance records of consultants and contractors.

The Regional Manager advises on product line and branch policies to ensure that these reflect design and construction parameters as well as operation realities and constraints. He/she monitors the overall application of architectural, engineering and construction standards within the Region and adjudicates, when required, by competing demands of quality, cost and time.

The Regional Manager ensures that competent staff and resources are available to fulfill Division responsibilities, determines overall Division objectives, establishes priorities to meet the clients program demands, approves subordinates workplans and major project implementation schedules and methods which often have significant impact on airport and airline operations. He/she ensures that a high level of professional standards is maintained in the Division and that the Division maintains its effectiveness and efficiency through periodic review of the organization and distribution of skills, training and development needs and constantly strives to motivate personnel to counter the environment of a constantly changing work program.

The position has broader management roles as a member of several important committees such as the Region's A&E Services Management Committee, Transport Canada's Regional Executive Committee, the Airport's Authority Group's Regional Control Board, the Aviation Group's Regional Executive Committee, etc.

The Regional Manager has contacts with senior managers of client Department, with senior architectural, engineering and other officials with the Department, senior officials, up to deputy minister, of provincial departments, of senior management and professional officials of airlines and municipal officials to discuss mutual concerns dealing with proposed or approved projects, to resolve architectural, engineering or management problems to establish schedules to mitigate operation interference and to provide advice on submissions to Treasury Board and equivalent authorities.

DIMENSIONS (Constant Dollars)

| | |
|--------------------------|-----------------|
| Person-Years | 55 |
| Operating Budget (\$000) | |
| Salaries | \$539,568 |
| Other O&M | <u>\$43,165</u> |
| Total | \$582,733 |
| Annual Project Costs | \$7.2 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that product line goals and objectives are met by establishing realistic time, cost, quality and cost recovery goals and measuring performance against these goals.
- 2 Contributes to the development of the clients' long range plans and implements their current construction programs through the provision of timely and effective professional and technical services.
- 3 Monitors and ensures architectural, engineering, construction, operating standards and unique client requirements as well as current practices and trends are followed and applied to provide the clients with the level of quality demanded.
- 4 Analyzes and anticipates clients future program trends and evaluates present workload demands against production capabilities both within the Directorate and in the private sector.
- 5 Plans and manages human and other resources for maintenance of an optimum balance between the need to acquire and retain diverse professional skills and to realize fee revenue goals for the product line.

EVALUATION RATIONALE

Regional Manager, Air Transportation Services

BM: KK-46-A

KNOW-HOW

- F Specialized engineering and architectural know-how to design and construct airport facilities, services and systems throughout the region.
- II Responsible for the planning, coordination and delivery of projects covering airport terminal buildings; runways, taxiways; major power, water, sewage or other systems; and telecommunications or navigational aids at international, national or local airports in the region.
- 3 Critical human relations skills in dealing with client departments, contractors, consultants, project managers and others in setting priorities and specifics of design or construction.
- 460 Higher number reflects the depth of knowledge of both construction and air transportation industries to meet clients' requirements.

PROBLEM-SOLVING

- E Thinking is within well defined program objectives as developed in conjunction with client departments and HQ specialists.
- 4 With the high diversity of project types (whether in building terminals, installing systems, making major renovations or expanding capacity), constructive thinking is required to develop solutions that will ensure operational capability of airports during construction and that latest technologies are considered and used where possible.
- (43) Solid rating reflects requirement to meet clients needs within government and operational constraints.

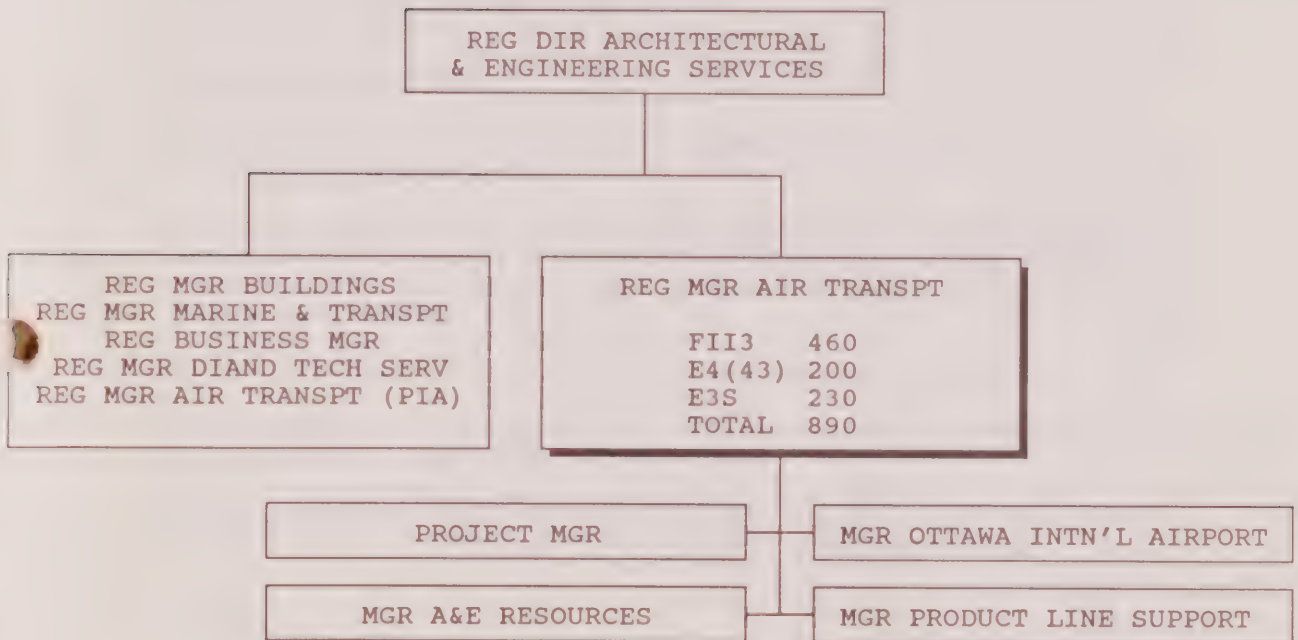
ACCOUNTABILITY

- E The Regional Manager receives general direction from the Regional Director A&E, and functional guidance from the Director Air Transportation, and staff at HQ.
- 3S Shared impact on projects as represented by project costs of \$7.2 Mil (Constant) per annum.
- 200 Middle number is consistent with the nature of the position of managing construction projects on behalf of a knowledgeable client.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: KK-46-A



BM: KK-46-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: KK-46-B

POSITION TITLE: Director, Audit Bureau (Prairie Region)

GENERAL ACCOUNTABILITY

The Director is accountable for the effective and efficient management of a Regional Office engaged in the delivery of professional audit and management service to government departments and agencies on a fee for service basis.

ORGANIZATION STRUCTURE

This position reports to the Director General, together with four Directors as the fourth level having similar duties in the regions.

Other positions reporting to the Director General, Audit Bureau are: Director, Planning and Management Services; Director, Professional Practices; Director, Regional Offices Coordination; and four Branch Directors accountable for the management of one of four operating branches which are located in Ottawa.

The specific functions of the three positions reporting to the Regional Director are:

2 Audit Managers (staff of 20) plans, directs, controls and coordinates the activities of an audit group participating in a large number of audit programs.

Administrative Officer (staff of 4) provides administrative assistance to the Director and the Officers of the Region to meet ongoing needs in all areas of administrative support.

NATURE AND SCOPE

The Bureau provides to the public sector, services comparable to those provided by major firms of chartered accountants to the private sector. From the point of view of numbers of professional staff employed, the Bureau would rank among the twenty leading chartered accountant firms in the private sector, auditing over three billion dollars (Constant) in annual government expenditures, performing all work on a fee-for-service basis, and handling approximately 2,600 audit projects annually on some 150 programs distributed among 45-55 government departments and agencies. To achieve this, the Bureau maintains offices in the major regions of the country and offers highly specialized services in external audits, internal audits, information management audits and other work.

The Bureau is highly decentralized and is organized into five (5) regional offices two (2) regional sub-offices and five (5) operating branches in the National Capital Region. These groups are composed of and directed by professionals at the leading edge of the discipline and respected in government and professional circles. These professionals continually demonstrate leadership by designing and recommending improvements to management, audit and accounting methods and practices.

The Director has discretionary power and responsibilities in auditing personnel, finance and administration equalling those of a senior partner in a large national private sector firm of public accountants. The Director must keep constantly abreast, to the point of being seen as an authority, on all government legislation, programs, operations as well as the political philosophy of the government of the day. He/she must maintain to an exceptionally high level the state-of-the-art on the science and practice of management, systems analysis, program evaluation, operational auditing, management review and counselling, financial auditing, comprehensive auditing, internal auditing, general accounting, cost accounting, electronic data processing, not only as they apply to government but as they apply to the private sector as well.

Like the Branch Directors at Headquarters, the Director, Prairie Region negotiates audit services agreements with certain decentralized client departments. He must reconcile the competing objectives of a first class product (audit report) and the region's need to be self-sufficient, i.e. recover all its operating costs. This calls for tact, the ability to identify the client's needs and to develop appropriate audit programs while ensuring that audit staff possess the necessary expertise to complete all audit requests according to the highest standards, while keeping to the agreed fees and negotiated deadlines. These situations and problems often of a serious nature, continually require an independent action by the Director, Prairie Region because of a time frame that precludes the incumbent from seeking direction from the Director General.

Choosing priorities remains a constant challenge as does the establishment of standards and responsibilities. In developing audit programs for clients, the Regional Director must know and be able to evaluate and grasp rapidly the various goals and highly complex functions of a large number of departments. While they are all important, these goals and objectives are sometimes conflicting and the Director must be able to balance them and set priorities in directing audit efforts which will maximize the audit results, thus ensuring efficiency and effectiveness of departments.

The Director has complete freedom, broadly subject to Bureau policies and goals, to create and to find new outlets for the services of the Bureau, and must display leadership and a high degree of creativity to improve the product. Imagination is an attribute that will assist in developing new conceptual audit techniques and in identifying the skills of the staff in relation with the duties assigned. Direction and objectives from management a very generally stated and therefore, a high level of ingenuity is required by the Director to find the right solutions to numerous complex and varied situations and problems; it is up to the Director to do what is necessary to find those solutions and decide what resources are needed to achieve the goals of the Region.

Contacts are continuous and take place at the most senior organizational levels of federal and provincial governments and in industry: Deputy Minister, Assistant Deputy Minister, Director General, President, Vice-President Comptroller; most of the persons contacted are professionals and specialists in their field.

A professional audit opinion is expressed for all audit reports issued from the Prairie Region; the Director has full responsibility in this respect and must sign each report. Exceptionally sound judgement is required when a decision must be made to qualify an audit report or to criticize the performance of auditees. The Director must simultaneously display tact, understanding and firmness to maintain fruitful contacts with the organizations audited, because the formulation of criticism, however constructive, may elicit strong reactions. Audit findings must be clear and accurate since they could have an effect to a very high degree on the client's orientation on planning and operations. Acceptance or concurrence to findings and recommendations is of the utmost importance, thus requiring from the Director the ability to synthesize audit findings and persuade auditees. Convincing auditees to accept audit findings and to act diligently is of the utmost importance as it could result in substantial savings for services provided by departments. In those instances where reports are returned from Head Officer for significant changes in either content of presentation, the Director must assess the impact of the changes relating to professional auditing standards, cost accounting principles, audit evidence in working papers, the type of industry involved, the terms and interpretation of the contract, the possible reactions of senior officials such as presidents, vice-presidents of finance or comptrollers, and the fairness and reasonableness of the report in question.

DIMENSIONS (Constant Dollars)

| | <u>Prairie Region</u> | <u>Bureau</u> |
|---------------------------------|-----------------------|---------------|
| Staff: Permanent | 25 | 265 |
| O&M Budget (including salaries) | \$407,673 Mil | \$4.6 Mil |
| Value of Auditing Services | 1.1 Mil | \$12.2 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes, directs and controls an effective and efficient Region of the Bureau by anticipating client needs and developing service capabilities to meet them.
- 2 Maintains professional standards and technical competence at the highest level measured by well-defined performance indicators.
- 3 Ensures that government programs and operations audited are well-managed and reports on the effectiveness, efficiency and economy of operation in those departments.
- 4 Maintains the high reputation of the Audit Service Bureau across the government and business community.

EVALUATION RATIONALE

Director, Audit Bureau (Prairie Region)

BM: KK-46-B

KNOW-HOW

- F Through knowledge of management practices, auditing and accounting methods and techniques in the public and private sector; thorough knowledge of government legislation and regulations relating to financial and materiel resources in the public service.
- II Conceptual coordination of activities related to regional auditing service through development of operational standards for audit performance review procedures; operational management in negotiating, distributing and co-ordinating audit assignments and in recruiting qualified personnel on contractual or permanent basis.
- 3 Critical level in leading, directing and motivating staff; in negotiating contracts with client officials.
- 460 High number reflects the degree of specialized knowledge and a more generalized knowledge of programs and authorities of federal government departments and agencies.

PROBLEM-SOLVING

- E Thinking within well defined policies and procedures on conduct of audit services; specific objective defined with terms of reference established at national level with Division Director and through consultation with client regionally.
- 4 Adaptive thinking in analyzing client's program responsibilities and/or objectives, evaluating the means established to carry out or accomplish these, and providing constructive criticism and advice on the efficiency and effectiveness of the organization.
- (43) Low percentage is consistent with the requirement of the position within well-defined national standards.

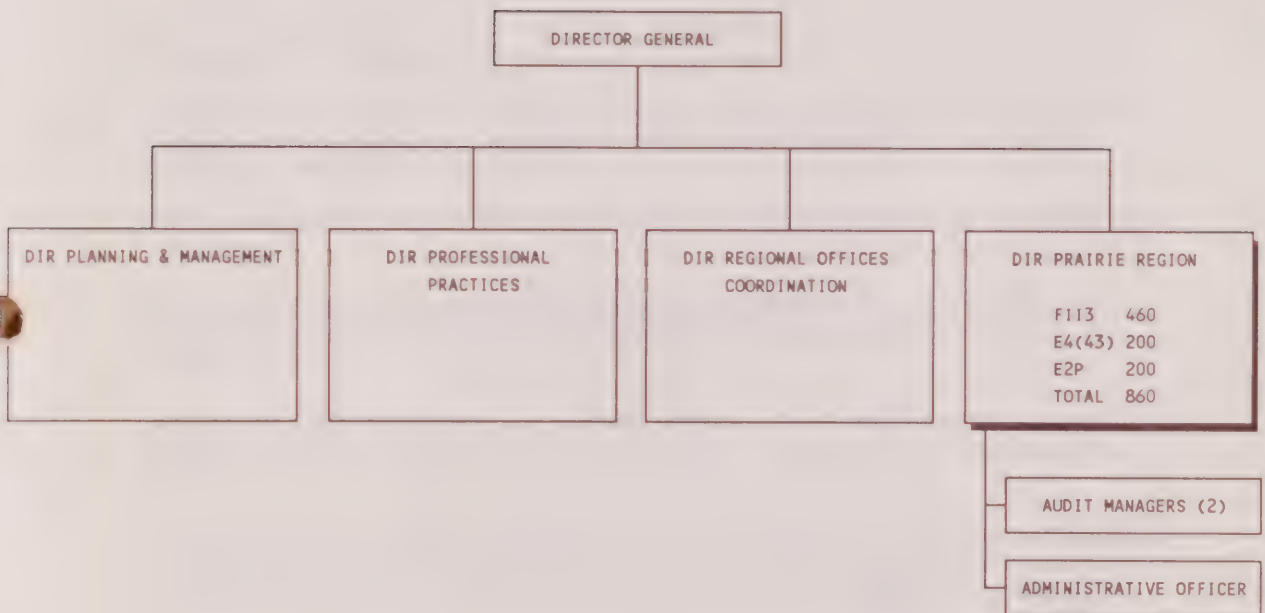
ACCOUNTABILITY

- E Reporting to the Director General, Audit Services Bureau, subject to broad practices and procedures on conduct of audit functions in general and directed in accomplished regional portions of nationally negotiated audits in particular; is accountable for the effective operation of the bureau in providing high quality services to clients at competitive cost and with mutually agreed time frame and ensuring its performance and staff excellence.
- 2P Primary impact on achievement of program objective in Bureau's regions with an operating budget of \$407,673 (Constant).
- 200 Middle number is consistent with the size of budget and the constraints of the position to perform within a highly structured national policy framework.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: KK-46-B



BM: KK-46-B

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-10-A

POSITION TITLE: Deputy Secretary to the Cabinet, Intergovernmental Affairs

GENERAL ACCOUNTABILITY

Is accountable for ensuring that federal-provincial considerations are brought to bear in a consistent and effective fashion across all policy envelopes or sectors at the departmental, policy committee and Cabinet levels.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Secretary to the Cabinet for Federal-Provincial Relations. The other two are the Deputy Secretary for Constitutional Development and an Executive Assistant.

Specific functions of the three positions reporting to the Deputy Secretary for Intergovernmental Affairs are:

Assistant Secretary, Economic Policy and Programs Secretariat (Staff of 9) is responsible for providing advice and developing plans for management of federal-provincial relations in the economic sector.

Assistant Secretary, Social Policy and Programs Secretariat (Staff of 8) is responsible for providing advice and developing plans for management of federal-provincial relations in the social sector.

Assistant Secretary, Liaison and Integration (Staff of 11) is responsible for proactive intelligence gathering about provincial priorities and intentions and for the overall coordination and planning for meetings and conferences such as the annual First Ministers Conferences on the economy and constitution.

NATURE AND SCOPE

The Office is central to three major dimensions of government activity. As a Central Agency reporting directly to the Prime Minister, it is responsible for providing advice to the core of the federal decision-making process on the management of the federation. It is also a focal point for contacts from provincial governments -- including both central agencies and program departments. In this respect, it serves as a bridge between central agencies of the two orders of government. As well, and as a direct result of these two dimensions, the Office maintains an extensive set of relationships with federal program departments, sharing information on specific federal-provincial issues and advising program departments with respect to approaches to the provinces on major issues.

Within this environment, the Deputy Secretary provides leadership on the management of current federal-provincial issues of a non-constitutional nature, involving economic and social, national, regional and province specific policy and program questions. The incumbent works closely with the Secretary and the Deputy Secretary, Constitutional Development; together, these three officers constitute the top-most management unit within the Office.

The Deputy Secretary is responsible for determining which of the many transactional issues identified by the Office merit the priority attention of the division, to ensure that the Secretary receives timely information and advice on key issues. This requires an extensive knowledge of the government's priorities to ensure that the Office remains relevant and useful to the central decision-making systems of the government.

The Deputy Secretary is responsible for ensuring that the Office participates in central decision-making processes in a manner consistent with the broad policy guidelines set by the Secretary. Similarly, the incumbent is responsible for setting the broad parameters within which consultations are conducted with senior provincial officials, to ensure that the Office's broad provincial liaison objectives are met. In particular, the Deputy Secretary's management of the division recognizes that the Office plays a strong policy advisory, as opposed to regulatory, role in the conduct of federal-provincial relations; that the organization is not resourced to brief on all issues and thus must be highly selective in its interventions; and that the Office's value-added contribution to the decision-making process rests on three strengths, namely, superior strategic and negotiating skills, a broad based constitutional expertise, and the ability to provide superior intelligence on and analysis of provincial government priorities and intentions.

As chief operating officer on all non-constitutional issues, the Deputy Secretary is responsible for ensuring that integrated intelligence and information systems are developed to monitor all key provincial developments, federal-provincial consultations, and policy and program development activities within the federal government itself. The Deputy Secretary serves as chief strategist in formulating and developing proactive strategies to solve particular bilateral or multilateral disputes, contain issues from negatively influencing the federal-provincial relations environment, and support specific federal objectives with respect to one or more provinces. These duties and responsibilities are shaped by the annual cycle of federal-provincial consultations and the growing importance of the annual First Ministers' Conference (FMC), on the economy. This has become a major influence on all ministerial-level consultations throughout the course of the calendar year, as Ministers either consult on issues likely to become future FMC agenda items, or follow up on assignments received from earlier FMCs. Recognizing this development, First Ministers agreed to include a requirement for annual FMCs on the economy in the Meech Lake Accord.

The incumbent ensures that the division establishes and maintains a year-round planning and monitoring process with respect to key provincial and interprovincial developments and relevant activities of federal program departments, and ensures effective federal follow-up to all federal-provincial ministerial reports requested by First Ministers.

In planning for specific FMCs, the incumbent negotiates the agenda with the provinces and develops a federal strategy which supports the government's economic and social development objectives and reflects its key fiscal and federal-provincial priorities. The incumbent ensures effective mobilization of federal departments across the economic and social policy envelopes for the effective and integrated execution of federal strategy both prior to and during the FMC itself. The incumbent must ensure effective issue management across all non-constitutional sectors of government policy and across all provinces and regions.

The incumbent is one of the Office's three most senior advisors on conflict management in federal-provincial relations. The incumbent must develop and advance credible and effective action scenarios to protect or advance federal policy positions and, the leadership role of the federal government in federal-provincial relations and national affairs.

Underlying this high level of issue management, is the necessity to establish and maintain a surprise free environment with respect to both federal policy and provincial priorities and intentions. To meet this challenge, the incumbent must at times assume a proactive role in consultations with senior provincial officials. These officials must be aware of and understand the legitimate concerns and objectives of the federal government with respect to regions and provinces. At the same time, senior provincial officials must be able to turn to the Deputy Secretary as an honest broker or interlocutor, capable of ensuring that provincial perspectives are not ignored in federal deliberations. In a similar fashion, the Deputy Secretary is expected to develop and maintain effective working relations with senior federal officials, to ensure that the Office's strategic perspective is informed with respect to current and emerging trends in federal policy development.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|------------|-----|
| Department | 579 |
| Division | 30 |

| | |
|-------------------|-----------|
| Operating Budget: | \$376,923 |
|-------------------|-----------|

| | |
|--|----------|
| Federal expenditures across the economic, social fiscal transfer and government procurement envelopes: | \$20 Bil |
|--|----------|

SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in management of current federal-provincial relations by serving as senior advisor to the Secretary on all non-constitutional issues and by recommending courses of action, alternatives and priorities with special emphasis on the development of negotiating strategies and related communications plans.
- 2 Develops and proposes strategies for government-wide management of non-constitutional issues with provinces to achieve mutual understanding, harmonious relations and an effective framework for negotiation and management of specific economic and social matters.
- 3 Develops and maintains an integrated intelligence and information system to ensure timely and accurate assessment of federal priorities and options in relation to provincial issues and concerns.
- 4 Ensures development of mutually supportive working relationships with program departments, such that federal-provincial considerations are effectively brought to bear on policy development issues.

- 5 Provides overall planning for, and management of, First Ministers' Conferences (FMCs) on the economy by managing a year-round planning process with emphasis on communications, ongoing consultations, and mobilization and coordination of relevant federal program departments.
- 6 Ensures effective issue management of all non-constitutional issues through consultations with provincial governments to stimulate two-way flow of information.

EVALUATION RATIONALE

Deputy Secretary to the Cabinet, Intergovernmental Affairs

BM: L-10-A

KNOW-HOW

- G Broad mastery of the structure and processes of government in Canada and of the organizational and procedural aspects of Cabinet and provincial governments. Extensive knowledge required of economic, social and non-constitutional issues affecting the management of the federation.
- IV Develops integrated provincial intelligence and information system to assess provincial priorities and options and develops strategies for attainment of federal priorities and to encourage harmonious relations.
- 3 Critical level required to direct staff and create a positive federal provincial communications environment for negotiating strategies and planning.
- 1056 Highest number reflects a tendency to the comprehensive managerial know-how, as management extends across the federal provincial arena.

PROBLEM-SOLVING

- G Thinking within general policies to develop initiatives and the management processes which will lead to solutions to social, economic, and other non-constitutional issues.
- 4 The achievement of results involves the consideration of complex and diversified situations. The identification of priorities, the development of policy and advice on implementation strategy require analytical and constructive approaches.
- (66) Highest percentage reflects a tendency to the uncharted thinking challenge because negotiations involve highly unpredictable issues.

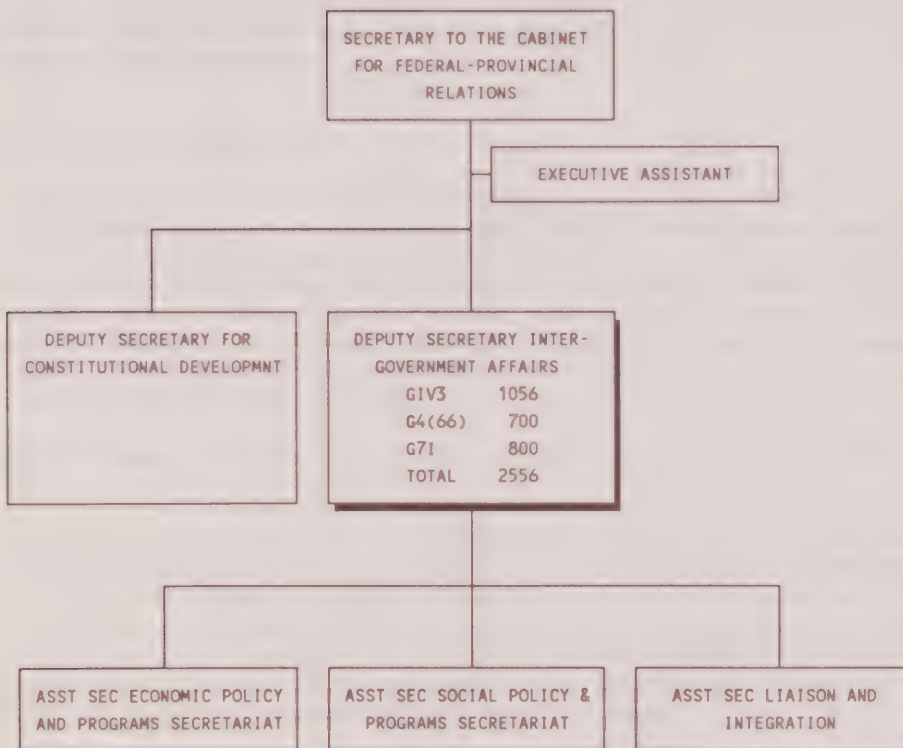
ACCOUNTABILITY

- G Reporting to the Secretary to the Cabinet for Federal-Provincial Relations is accountable for advising the Prime Minister and Minister of State for Federal Provincial Relations.
- 71 Indirect impact on economic, social, fiscal transfer and government procurement activities as represented by program expenditures of approximately 20 Bil (Constant).
- 800 Middle number reflects the leadership exercised by the position in the management of federal-provincial relationships.

SUMMARY

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| GIV3 | 1056 | G4(66) | 700 | G7I | 800 | 2556 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER L-10-A



BM: L-10-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-8-A

POSITION TITLE: Assistant Deputy Minister, Intergovernmental and International Affairs

GENERAL ACCOUNTABILITY

Is accountable for the co-ordination, monitoring and initiation of departmental policies and strategies on international and federal/ provincial/territorial issues in the health, social security and social affairs fields where those issues affect more than one branch or require interdepartmental co-ordination.

ORGANIZATION STRUCTURE

This is one of 19 positions at the second level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Medical Services; Health Protection; Income Security Programs; Social Service Programs; Health Services and Protection; Corporate Management; Policy, Planning and Information; Principal Nursing Officer; Federal Coordinator 1988 Winter Olympics; Director, National Council of Welfare; Director, National Advisory Council on Aging; Senior Advisor, Policy Development; Director, Internal Audit; Director General, Personnel Administration; Director General, Public Affairs; Senior Advisor, Status of Women; Principal Executive Officer and Executive Officer.

Specific functions of the three operational positions reporting to the Assistant Deputy Minister are:

Directors of Health Affairs (staff of 7) and Social Affairs (staff of 5) develop and promote overall strategy for the enhancement of the Canadian position on health and social affairs issues in respect of international non-governmental and intergovernmental bodies and relations with other foreign countries including bilateral agreements/protocols and understandings. The Directors develop and maintain an overview of federal/provincial/territorial relations in order to provide advice to Management on the impact of federal activities/initiatives on the provinces and of provincial action on the Department's policies and programs.

Director of International Information and Planning (staff of 5) plans, implements and maintains the flow of program information in the health, health related services and social affairs both to and from international sources and provides such information to a clientele throughout Canada.

Chief, Management Practices (staff of 3) designs and develops strategic, operational and work planning systems; oversees the administration of Branch operations; directs the activities related to the operation of study tours for foreign delegations and the World Health Organization/Pan American Health Organization (WHO/PAHO) fellowship and United Nations (UN) fellowship programs; and carries the lead role in the planning and management of departmental special events/conferences.

NATURE AND SCOPE

The essential nature of the programs of the Department necessitates a significant amount of liaison with the provinces, as well as intergovernmental and non-governmental organizations, at national and international levels. In this regard, departmental interests comprise shared cost programs with the provinces in respect to welfare services, and block funding in respect to the provision of health services and international social security agreements. The latter factor, coupled with the emergence of vital issues in the health and welfare fields having significant international ramifications, has necessitated the establishment of a focal point for the internal and external relations of the Department which is provided by the Intergovernmental and International Affairs Branch.

The ADM is required to direct and co-ordinate a program of liaison and consultation in the health, welfare and social security fields with the provinces, other countries, and intergovernmental/non-governmental international organizations. The ADM does not "control" the operational relationships that Branches must have both internally and externally and is not a filter through which all relationships must pass; he/she develops a global departmental approach to liaison and consultation and ensures consistency in departmental approaches and co-ordination of policy thrusts. Of particular importance is the provision of advice to the Minister and the Deputy Minister on federal/provincial/territorial and foreign issues and relationships affecting Canadian and departmental initiatives and programs. Advice is provided to the Deputy Minister on the development of an overall strategy for the conduct of federal/provincial/territorial and international relations in the health and social welfare fields.

The ADM is expected to establish objectives, policies and priorities for, and plan and direct the development of mechanisms of intergovernmental liaison aimed at securing timely, responsive and co-operative relationships amongst the various jurisdictional elements within the national system of health care, social security and welfare services as well as international co-operative and assistance programs in these fields. In this regard, there is a need to assess the feasibility of alternative consultative mechanisms and networks and to evaluate such factors as the effective degree of authoritative participation, and political, executive and administrative contribution required, and the special status of particular jurisdictional elements.

This position is charged with the responsibility for protecting Canadian and departmental interests through co-ordination of intra- and interdepartmental positions and actions in the health and social welfare fields. The incumbent co-ordinates the development of Canadian positions on health and welfare issues for presentation in intergovernmental bodies such as UN specialized agencies, OECD, Commonwealth and nongovernmental bodies.

The incumbent represents Canada and the Department in international, intergovernmental and non-governmental meetings and task groups (e.g. UNICEF, World Health Organization, Pan American Health Organization, International Council on Social Welfare, International Union of Family Organizations). As a representative on such bodies, the incumbent is responsible for co-ordinating the development and presentation of the overall Canadian strategy and position relative to vital health and social welfare issues (e.g. nutrition education). On the international scene, there is an occasional requirement to chair standing or ad hoc groups reporting to the intergovernmental or non-governmental governing body (e.g. OECD).

In some cases, other ADMs are required to lead Canadian delegations to international and intergovernmental meetings (e.g. in meetings and conferences requiring medical expertise). In such instances, the incumbent provides specialized advice to the appropriate ADM respecting the feasibility of the Canadian position. In addition the incumbent maintains liaison with senior officials of other federal departments, particularly the Central Agencies to ensure that the federal position is consistently represented and that departmental interests are properly reflected in areas such as constitutional discussions and discussions of reductions in transfer payments to the provinces. Discussions with senior officials of External Affairs relate to the political implications of departmental positions in the international field.

This position is assigned the prime responsibility for the negotiation, development and maintenance of bilateral agreements with foreign countries in the health and social affairs fields. In the course of negotiations, the incumbent is expected to reach consensus on the relevant program considerations and administrative costs of such agreements, keeping in mind implications such an agreement may have on federal/provincial/territorial governments and Canadian non-governmental organizations.

The incumbent provides support to senior officials of line branches and provincial/territorial health and social affairs departments which so wish, in accessing international and intergovernmental fora in all matters within their jurisdiction. Such support is intended to promote an understanding of policy thrusts and program innovations in other countries for policy formulation and program planning in Canada.

The ADM develops a corporate overview and advises on the federal/ provincial/territorial advisory committee systems which report to the Deputy Ministers of Health and Social Affairs. The incumbent directs the provision of secretarial and logistical support for federal/ provincial/territorial Conferences of Ministers and Deputy Ministers of Health and Social Affairs. The incumbent contributes to the development of the federal strategy for such meetings and liaises with provinces on the agenda for, and the timing of such meetings.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|-------------|------|
| Department | 8895 |
| Subordinate | 22 |

| | |
|---|-----------|
| Annual Operating Budget (including salaries) | \$296,277 |
|---|-----------|

Departmental and Canadian contributions provided
to provincial/territorial and international
(governmental and non-governmental) organizations: \$1.7 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Promotes awareness of the context within which departmental objectives in the intergovernmental and non-governmental fields (internationally and nationally) are to be pursued, through the provision of advice to the Minister, Deputy Minister and other senior departmental officials.
- 2 Facilitates and expedites the implementation of departmental policy thrusts and program objectives in the conduct of intergovernmental liaison and consultation by co-ordinating intra- and interdepartmental and at times intergovernmental positions and actions.
- 3 Promotes a better understanding of prevailing policy thrusts and program innovations in other countries for policy formulation and program planning within Canada by supporting line branches and provincial/territorial health and social affairs departments in accessing international and intergovernmental fora in all matters within their jurisdiction.
- 4 Achieves the affirmation of the departmental and Canadian presence in the international health and welfare fields by the development and co-ordination of viable Canadian positions on vital health and welfare issues.
- 5 Ensures equitable Canadian benefits in the negotiation and administration of international bilateral agreements.

EVALUATION RATIONALE

ADM, Intergovernmental and International Affairs

BM: L-8-A

KNOW-HOW

- G Broad knowledge of the programs of the Department and a substantive knowledge of factors affecting agreements with foreign and provincial governments, and of policies affecting the development of intergovernmental and international relations of the Department.
- III This position is required to negotiate bilateral agreements with foreign countries and to undertake coordination and liaison with provincial governments on a departmental basis.
- 3 The advisory and liaison roles inherent in this position and membership in international committees makes the possession of human relations skills critical to the achievement of objectives.
- 800 Highest number reflects a tendency towards a broad managerial know-how, because coordination is at the policy level, is department-wide and is critical to the achievement of end-results of the Department.

PROBLEM-SOLVING

- G Determines departmental policies and guidelines relating to intergovernmental and international agreements, coordinates liaison between the department and provincial and foreign governments, and provides senior advice on the department's relations with provincial and foreign governments. The performance of these functions requires thinking within general goals, and operating under broad guidance from the Deputy Minister.
- 4 The work requires constructive and innovative thinking to develop alternative courses of action with limited guidance.
- (66) Higher percentage indicates that position is required to consolidate policy elements from program ADMs in the development of departmental negotiating position.

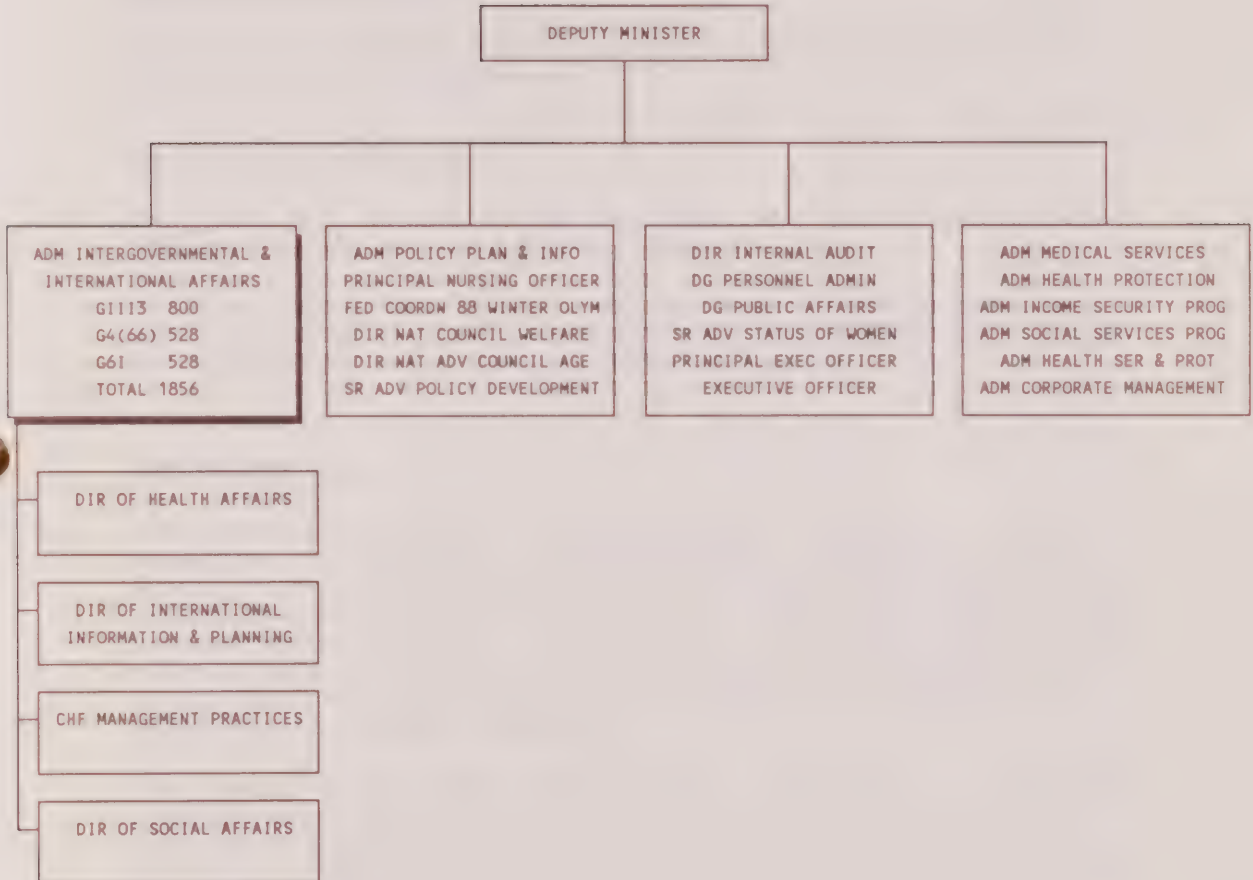
ACCOUNTABILITY

- G The position reports to the Deputy Minister and is subject to only broad guidance. The coordination of federal/provincial relations in a department which spends approximately 25% of the federal budget in areas which have a high degree of provincial involvement is complex and has a high degree of effect on departmental results.
- 6I Indirect impact of departmental program activities as represented by money paid to the provinces of \$1.7 billion (Constant).
- 528 Lower number reflects size of budget impacted and the latitude of the position to negotiate on behalf of the Department once the negotiating mandate has been struck.

SUMMARY

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| GIII3 800 | G4(66) 528 | G6I 528 | 1856 | 0 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: L-8-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-6-A

POSITION TITLE: Senior Advisor, Social Policy and Programs

GENERAL ACCOUNTABILITY

Is accountable for shaping the Office's assessment of federal-provincial social issues and the provincial and regional social environments.

ORGANIZATION STRUCTURE

This is one of three positions at the fourth level reporting to the Assistant Secretary, Social Policy and Programs. The others are two Policy Advisors.

While there are no positions reporting directly to the Senior Advisor, the position serves as team leader for special projects and major studies, works in a matrix management and, on an as-needed basis, serves as the second-in-command of the Secretariat.

NATURE AND SCOPE

The Office is situated at the centre of three major dimensions of government activity. As a Central Agency reporting directly to the Prime Minister, it is responsible for providing advice to the core of the federal decision making process on the management of the federation. It is a focal point for contact with provincial central agencies and program departments, and so serves as a bridge between the two orders of central agencies. As a direct result, the Office maintains an extensive set of relationships with federal program departments, sharing information on specific federal-provincial relations issues and advising program departments with respect to approaches to the provinces on major issues.

Within the social envelope, the Senior Advisor advises on approaches to provinces on specific federal-provincial issues, and maintains similar relationships with senior provincial officials representing social policy departments or agencies. The incumbent often serves as senior representative in federal delegations to federal-provincial conferences within the social sector (e.g., a federal-provincial conference of health care ministers) and works closely with counterparts from Finance, Treasury Board and Privy Council Office.

The Senior Advisor supervises the preparation of briefing materials on the federal-provincial dimensions of social issues for senior decision makers to ensure that sensitive and controversial issues are identified, and to provide strategic alternatives for their effective management. In support of this activity, the incumbent ensures that proposals from departments within the social envelope are analyzed and evaluated in the broader perspective on federal-provincial relations, and, in particular, strategic perspectives with respect to the federal government's objectives for the social development of each region and province.

The incumbent reviews provincial activities in social development and fiscal policies. These monitoring, information and intelligence gathering activities involve the development of social data systems, the development and establishment of effective working relationships with representatives of provincial social development departments, and close operational links with other secretariats within the Office.

In addition, the Senior Advisor takes over -- on an as-needed basis -- either the day-to-day management of all activities of the Secretariat, or the management of special projects involving some or all of its officers. These functions take on particular significance during periods when the Assistant Secretary is absent or unavailable, and during preparations for Annual First Ministers' Conferences (FMC).

The Senior Advisor often represents the Office, for example in federal delegations to federal-provincial conferences (e.g. health and welfare or environment ministers), and in interdepartmental meetings.

Federal-provincial relations in the Canadian political system have become increasingly important, given the broad area of legislative authority of the provinces and their significant share of both economic power and public sector revenues, the unprecedented federal-provincial consultations supporting the Free Trade Agreement and the negotiation of the Meech Lake Accord. The Office must ensure that federal-provincial considerations are brought to bear on federal decision-making processes at the levels of policy development in departments, ad hoc or standing committees of senior officials and Cabinet Committees, and in the deliberations of the Prime Minister and Priorities and Planning (P&P). The Office ensures the creation of a positive federal-provincial communications environment which encourages cooperation wherever possible and reduces the possibility of federal-provincial conflict stemming from missed signals, failure to solve minor irritants, etc.

The incumbent ensures that federal-provincial considerations, often cutting across departments and regions, can be brought to bear in the development of federal social policy initiatives. This means ensuring a high quality of analysis, so that federal-provincial concerns can be argued effectively in a highly competitive policy environment where departmental policy concerns and governmental-wide fiscal imperatives often leave little room for manoeuvre.

There has been a significant increase in federal-provincial consultations at the Ministerial level, placing new pressures on the incumbent in terms of advising social program departments on effective approaches to provinces. The incumbent is often called upon to represent the Office in consultations with provinces led by program Departments in the social policy envelope, or to take over the operations of the secretariat while the Assistant Secretary is performing these same advisory or representational duties.

The position is frequently a "team leader" because of the convergence of major issues (e.g., federal-provincial consultations on a national child care system) and developments (e.g., the institutionalization of the annual FMC on the economy and the inclusion on a regular basis of social policy issues on the FMC agenda). The Senior Advisor must ensure that conference preparations and major analytic or strategic exercises remain on track in an environment where the Assistant Secretary is often not available to give detailed guidance.

The incumbent must be capable of operating effectively in an environment of senior federal and provincial officials, and, more importantly, must be capable of demonstrating leadership as second-in-command of the Secretariat. This includes the exercise of policy judgement, the capacity to plan, organize, direct and control operations, and the ability to motivate officers and support staff in support of the objectives set by the Assistant Secretary or other members of the senior management team.

DIMENSIONS

The incumbent provides advice and recommendations on the federal-provincial relations dimensions of issues affecting all departments in the social development envelope, amounting to some \$4.8 Billion (Constant). It contains government programs directed at responding to the social, cultural, environmental and law enforcement concerns of Canadians.

SPECIFIC ACCOUNTABILITIES

- 1 Contributes to the development of an overall federal-provincial relations strategy by coordinating the assessment of provincial and regional social policy, trends and provincial government social priorities and intentions.
- 2 Coordinates the development and maintenance of various information systems that provide timely and accurate reports on all provincial and regional social developments relevant to the management of federal-provincial relations.
- 3 Provides advice on proposed federal social initiatives or courses of action and feasible alternative approaches (including an emphasis on likely provincial responses to planned federal initiatives).
- 4 Initiates and maintains effective contacts with senior officials in provincial social departments in order to encourage federal-provincial cooperation and support effective federal-provincial consultations and planning for major multilateral federal-provincial meetings, including the annual FMC on the economy.
- 5 Maintains a year-round planning perspective on the annual FMC on the economy through liaison with key federal officials, and provides leadership, as requested, on the social aspects of preparations for the annual FMC on the economy.
- 6 Provides leadership on the day-to-day activities of the Secretariat, in the absence or unavailability of the Assistant Secretary.

EVALUATION RATIONALE

Senior Advisor, Social Policy and Programs

BM: L-6-A

KNOW-HOW

- F Proficient knowledge of structures and process of government in Canada and of the organizational and behavioral aspects of Cabinet and provincial government operations. Specialized knowledge is required of government social policies and goals.
- III Coordination of a wide variety of policy aspects of all social programs (e.g. education, health care, official languages, etc.).
- 3 Critical human relations skills are essential to provide leadership to project teams.
- 608 Highest number represents a tendency towards the specialized mastery in breadth of knowledge required of to effectively advise a social policy issues.

PROBLEM-SOLVING

- F Thinking within policies, principals and goals defined in general terms, to identify and analyze social policy proposals and develop alternative timing scenarios.
- 4 Adaptive thinking required to evaluate and provide critical comment on provincial, departmental, and ministerial policy and program proposals.
- (50) Lower percentage is consistent with the scope of the position to provide advice within a generally defined frame-work.

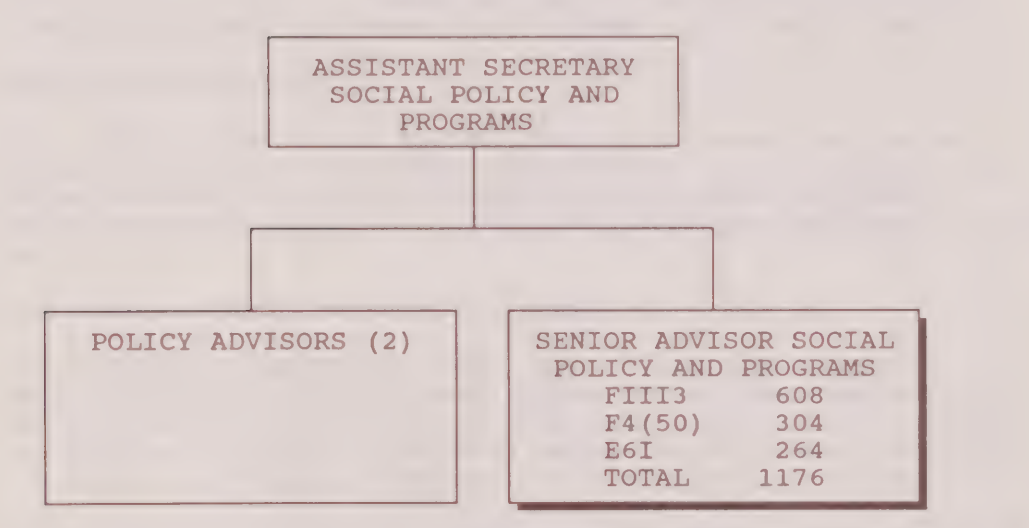
ACCOUNTABILITY

- E Reporting to the Assistant Secretary, Social Policy and Programs is accountable for analysis, evaluation and coordination of social policies and proposals; defining issues and planning courses of action.
- 61 Indirect impact on social policy programs as represented by \$4.8 Bil (Constant).
- 264 Middle number indicates that policy advice is provided within a framework which is defined for the position.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER L-6-A



BM: L-6-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-6-B

POSITION TITLE: Director General, Federal-Provincial Relations

GENERAL ACCOUNTABILITY

Is accountable for the development of policies, strategies and tactics relating to the means by which the interests of the federal government can be advanced in communications and culture through information exchange, coordination, consultation and/or negotiation with provinces respecting the development and administration of the communications and cultural agreements, policies, and programs of government; management of the Secretariat and coordination of departmental involvement in the Economic and Regional Development Agreement (ERDA) process and a lead role on selected substantive projects with a federal provincial aspect.

ORGANIZATION STRUCTURE

This is one of eight positions at the third level reporting to the Assistant Deputy Minister, Corporate Policy. The others are the Director General, Strategy and Plans; Director General, International Relations; Director General, Information Services; Director, Legal Services; Director, Sector Planning and Coordinator; Director, Program Evaluation and Director, Internal Audit.

Specific functions of the five positions reporting to the Director General, are:

Director, Federal-Provincial Relations - Culture (Staff of 6) is responsible for ensuring a coherent and effective role for the Department in federal-provincial cultural policy development and negotiations by providing a focal point for liaison and the generation of policy and ensuring that the role as put forth by the Department for involvement in the regulation of cultural policy is in harmony with provincial needs and interests and in the best interests of the general public.

Director, Federal-Provincial Relations - Communications (Staff of 6) is responsible for ensuring a coherent and effective role for the Department in federal-provincial communications policy development and negotiations by providing a focal point for liaison and the generation of policy and ensuring that the proposed departmental role is in harmony with provincial needs and interests and in the best interests of the general public.

Conference Secretariat (Staff of 2) is responsible for providing secretariat services in the coordination and management of federal-provincial meetings and negotiations on culture and communications, and ensuring that Treasury Board proposals and Cabinet documents are properly prepared and submitted.

Special Project Officer (Staff of 1) is responsible for the planning, advice, management and coordination of the federal-provincial involvement in federal provincial projects, (e.g. Cite internationale du cinéma and compact disc development); negotiation with the private sector concerning shared funding and other developmental responsibilities and liaison and coordination with Treasury Board and federal cultural agencies.

Word Processing Unit (Staff of 3) is responsible for providing word processing services.

NATURE AND SCOPE

The Canadian telecommunications and cultural industries are complex and are directly affected by rapidly changing technologies (satellites, fibre optics, videotext) and their applications. Canada is a world leader in the telecommunications field and its advances have relatively few precedents on which fundamental policy decisions can be based. Canada's very particular cultural needs are of continuing importance to both levels of government, the cultural industries and to Canadians generally.

The Department fosters cultural development within Canada through the cultural industries and agencies, funding and other initiatives and fostering the orderly development and growth of communications technology for Canada. The Department takes an active role in formulating policies on questions such as the availability of basic communications services to all Canadians at just and reasonable rates, the development and maintenance of national links for social, economic industrial and cultural development and harmonizing federal and provincial objectives and activities in the field.

Complicating factors relate to the complex mixed jurisdictional arrangements in communications that exist in Canada, the existence of a prominent and independent regulatory agency, the often conflicting interests of the carriers, cable operators and broadcasters and key international developments and negotiations.

There is very active and substantial interest on the part of provincial governments in communications and cultural industries and issues which require complex consultations and negotiations. In this context, the Director General is charged with the responsibility of planning, developing and implementing collaborative mechanisms that will result in general agreement on the principles of policy and regulations between the provinces and the Department as a basis from which specific issues can be discussed and agreements reached.

Major policy issues are evaluated and strategies are prepared and/or signed off by the Director General for all major Departmental policies respecting communications and culture and responses to Provincial Ministers on key areas of concern or conflict.

The Director General decides on the direction of the Department's approach or recommends the direction that should be followed. Situations require a careful step-by-step approach in the identification of issues and the planning of alternative positions to successfully resolve apparent differences between the federal and provincial jurisdictions.

Challenges concern the variety of subject matters and functions covered, and the geographic applicability. There is interaction at all levels on major issues that can be either one time initiatives or can develop into extended long term negotiations. The goal is to foster collaborative effort in the resolution of differences; the challenge is to develop the mechanisms which will get the key parties involved in the discussion of and resolution of issues. The proposals put forth by the Director General must promote the achievement of national objectives.

Decisions and recommendations concern the collaborative mechanisms to be put in place so that, as appropriate, all governments concerned have the opportunity to consider and comment on proposed policies, plans, regulations and standards prior to their implementation. The Director General advises the Minister, the DM, and the ADMs on possible solutions to conflicts between the federal and provincial governments and these recommendations can have an impact on the broadcasting, cable, telecommunications and cultural industries. As well, the Director General makes recommendations respecting ministerial meetings and conferences and directs overall preparation for any meetings agreed to including the establishment of the agenda, analyses of issues and the development of objectives, options, and approaches to achieving established objectives.

The Director General chairs or oversees departmental involvement in a variety of specific issue-oriented federal-provincial committees, is a member of Atlantic, Quebec, Central and Pacific Federal-Provincial consultative committees on communications and a key adviser and participant in multilateral, regional and bilateral federal-provincial committees dealing with cultural matters. Provincial participation at these meetings ranges from the Deputy Minister to the senior officials level.

The Director General is responsible for the management and coordination of Departmental involvement in the Economic and Regional Development Agreement Process.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------------|------------|
| Departmental Person-Years | 2,500 |
| Branch Person-Years | 20 |
| Budget (Salaries & Operating) | \$252,795 |
| Manitoba ERDA - | \$5.6 Mil |
| Quebec ERDA Culture | \$10.8 Mil |
| Quebec ERDA Communications | \$10.8 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective representation of departmental federal communications and cultural interests at an ever increasing number of meetings at the ADM, DM, or Minister level with provincial governments.
- 2 Develops policies, strategies and tactics relating to the means by which federal objectives and interests in Canadian cultural activities and the development and regulation of Canadian communications systems and services might be advanced.
- 3 Promotes the effective implementation of governmental and departmental federal-provincial relations policies.
- 4 Manages department involvement in the Economic and Regional Development process including project management of Sub-Agreements on communications and cultural enterprises.

- 5 Directs the approach to and assesses priorities respecting selected substantive policies, programs or projects which cut across the responsibilities of a number of branches within the policy sector or a number of sectors within the Department to ensure compatibility and to integrate diverse proposals into a coherent policy package.

EVALUATION RATIONALE

Director General, Federal-Provincial Relations

BM: L-6-B

KNOW-HOW

- G Broad knowledge of economic, jurisdictional, cultural and technical aspects of communications and of such wide ranging technical fields as economic effects of regulations, technical characteristics of space systems and security of pay T.V. hardware; full understanding of provincial positions concerning policies and programs.
- III Conceptual management in the development of strategies and tactics relating to the means by which federal and provincial activities and issues respecting Canadian communications systems and services might be better advanced.
- 3 Critical level is required to carry out the representational role of heading up delegations in meetings with provinces, briefing the Minister and Deputy Minister of the Department and other departments on emerging and exceptional issues.
- 608 Low number reflects a comprehensive knowledge in wide range of telecommunications and cultural fields however, more in-depth technical knowledge is drawn from elsewhere in departments.

PROBLEM-SOLVING

- F Thinking within broad policies and objectives in evaluating federal policies and programs development against provincial positions. Plans, develops, implements and ensures compatibility and consistency in integrating diverse positions and proposals into a coherent package; makes recommendations which require cautious resolution between federal and provincial jurisdictions.
- 4 Adaptive thinking is required to assess priorities, plan, develop and implement collaborative mechanisms that will result in general agreement on the principals of policy and regulations between the provinces and the department as a basis from which specific issues can be discussed and agreements reached.
- (57) Higher percentage indicates a strong F. Position works within general frame of reference to achieve organization's objectives but in the content of federal-provincial negotiations, is often faced with situations which are unstructured.

ACCOUNTABILITY

- F Reporting to the Assistant Deputy Minister, Corporate Policy, receives general direction in fostering cultural development within Canada as a world leader in telecommunications and advancing federal provincial objectives and activities in the field of telecommunications and culture.
- 2P Primary impact on the management of division as represented by annual budget of \$252,795 Mil (Constant).
- 304 Middle number indicates that initiatives recommended by the position, are central to the strategies and plans developed for the achievement of the Department's mandate.

SUMMARY

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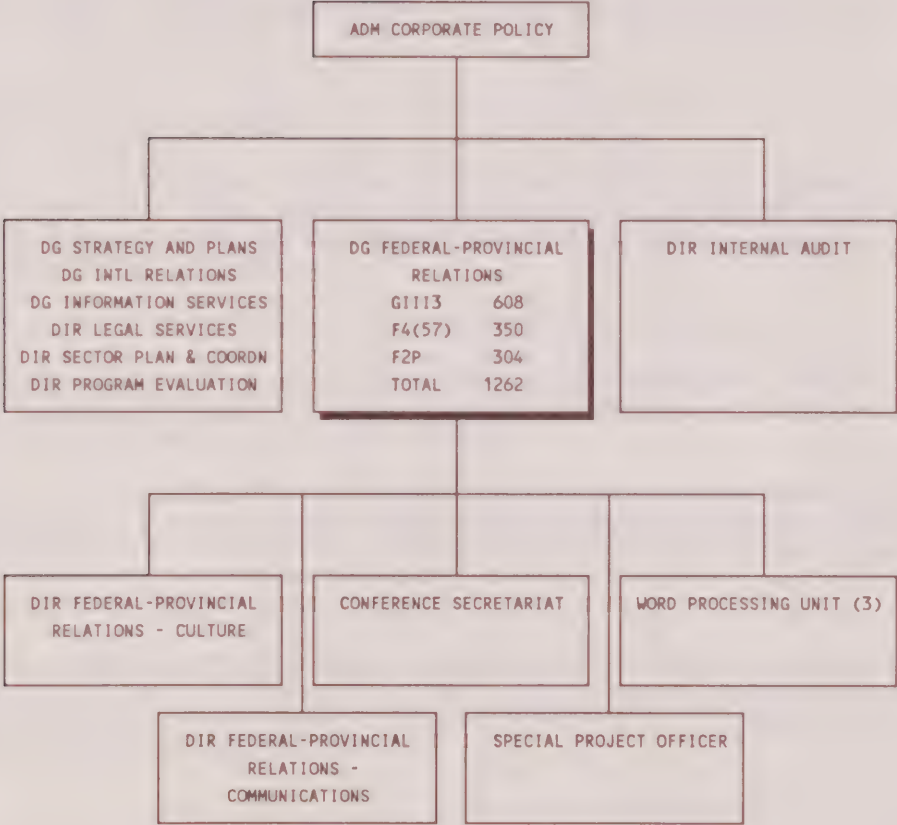
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: L-6-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-5-A

POSITION TITLE: Director, Provincial and International Relations

GENERAL ACCOUNTABILITY

Is accountable for providing advice relating to and resolving problems concerning provincial and international tax law.

ORGANIZATION STRUCTURE

This is one of four positions at the third level reporting to the ADM Legislative and Intergovernmental Affairs. The others are the Director General, Rulings; Director General, Special Rulings; Director General, Legislative Affairs; Director General, Registration; and the Director, Technical Interpretations.

Specific functions of the six positions reporting directly to the incumbent, are:

Senior Tax Policy Officer undertakes special projects or assignments related to federal, provincial and international tax legislation proposals or amendments, and provides technical advice on international and provincial tax provisions.

Senior Tax Policy Officer assists a major client department in interpreting provisions of the Canada Pension Plan and in the formulation of relevant policies in the process of negotiating social security agreements with other countries; liaisons with the client on matters related to international social security agreements; and represents the Department in negotiating Pension Plan agreements with the provinces.

Tax Policy Officers (staff of 4) represents the department in the negotiation of tax treaties; negotiate with foreign governments the settlement of double taxation cases; study and report on proposed amendments and relevant provisions of federal and provincial taxation; and advise on international and provincial tax provisions.

NATURE AND SCOPE

Legislative and Intergovernmental Affairs Branch is responsible for the administration and interpretation of various areas of tax and other related legislation. In so far as the Provincial and International Relations Division is concerned, there is a specific parallel responsibility for International and non-resident areas of the Income Tax Act, Income Tax Regulations, tax collection agreements with 9 provinces and 2 territories, Canadian tax treaties, social security agreements with foreign countries and the Public Utilities Income Tax Transfer Act. The Department also participates as a member of various world-wide governmental organizations of tax administrators which impact on the responsibilities of this Division. The Director plans,

organizes, directs and controls the work of technical staff who specialize in international and provincial legislation, accounting and auditing and are involved in the functions described above.

The incumbent reviews amendments proposed by or to Central Agencies in connection with international and non-resident areas of the Act or Regulations to improve or simplify compliance, resolve problems arising from anomalies, unintended hardship consequences, and to rectify areas of evasion or avoidance.

The Director participates with Central Agency officials to ensure that the administrative requirements of the Department are met relating to the negotiation of foreign treaties entered into by Canada for the avoidance of double taxation, prevention of evasion, and for exchanges of confidential information. These treaties are negotiated with the most senior specialist administration officials of various countries, including major trading partners of Canada such as the United States of America, United Kingdom, Germany, France, and Japan. Such treaties impact on extremely large numbers of individuals, partnerships, trusts and corporations of all income ranges, and involve hundreds of millions of dollars either withheld or taxed in the source country or by the country of residence. Negotiated treaties are subject to review and ratification by Parliament and the relevant corresponding foreign governmental legislative authority. When new treaties are ratified the Division explains relevant changes to departmental employees administratively involved.

The Division is responsible for participating with other departments in drafting and negotiating agreements with senior officials of other countries which facilitate the portability of social dual coverage. The Director acts as a Competent Authority, which is a specific designation indicating responsibility for resolving certain problems that may arise dealing with individuals covered by these agreements.

The Division is also responsible for participating with Central Agencies in reviewing proposed amendments to transfer Acts to ensure that the Department's administrative responsibilities are met.

The Director discusses and resolves with Central Agency officials the approach to matters such as the federal regulations for the allocation of taxable income among the provinces and amendments to the legislation of the agreeing provinces. The Director represents the Department at meetings of the Sub-Committee on the Income Tax Allocation Formula which consists of representatives from Central Agencies and provincial revenue and finance departments.

The Director discusses with the provinces, which are not parties to Collection Agreements, the interpretation of the regulations for the allocation of taxable income and attempts to resolve conflicts involving taxpayers who may be subject to double taxation at the provincial level.

The Director reviews replies to both written and verbal enquiries from internal and external sources on interpretative matters of a technical nature relating to the taxation of international income, the application of treaty provisions, the taxation of non-resident taxpayers, and changes to the law in these areas. Such replies may impact on groups of taxpayers or on large multi-national corporations, and involve substantial tax dollars.

The Director is one of six officials of the Department designated by the Minister to act as a Competent Authority as provided for in Canadian Treaties. The Director controls the exchange of confidential information with our treaty partners and provincial governments to ensure that the law relating there to is complied with, that information is supplied within reasonable time-frames, and to provide any other advice or assistance required.

The Director represents the Department in the activities of the Commonwealth Association of Tax Administration (CATA), the membership of which is comprised of 32 members of the Commonwealth. The purpose of the organization is to provide mutual tax assistance to developing and underdeveloped countries.

The Director coordinates international visits by officials, often of senior levels, to or from the Department for purposes of reviewing related operations, attending international conferences and seminars, by liaising with internal branches or external officials, arranging for special passports and visas for departmental officials, and arranging for necessary administrative logistical support for conferences sponsored by the Department.

The Director is the departmental contact for Canada's membership in the Organization for Economic Co-operation and Development (OECD), and the Inter American Centre of Tax Administrators (CIAT). He/she also responds to correspondence and questionnaires emanating therefrom, usually with assistance from other Branches.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|------------|--------|
| Department | 20,360 |
| Division | 8 |

Operating Budget

| | |
|----------------------|-----------|
| (including salaries) | \$105,200 |
|----------------------|-----------|

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that all proposed treaties, social security agreements, amendments, to the Act or Regulations relating to the Division's areas of responsibility are thoroughly researched and evaluated to obtain the most easily administered and most clearly worded agreements and legislation in order to achieve a high level of compliance.
- 2 Provides liaison with the provinces on the interaction of provincial and federal laws in the subject area proposed amendments to provincial laws.
- 3 Explores and discusses interpretations of the Act, regulations, treaties and social security agreements and, if possible, resolves differences of opinion by meeting with senior officials of this Department and other provincial and federal government department.

- 4 Ensures replies to both written and verbal enquiries from internal and external sources relating to this Division's areas of responsibility are thoroughly researched and evaluated in order to comply with legislative intent, policy objectives of the government and the Department's interpretations of the law by discussing, examining and approving replies.
- 5 Controls information exchanges with foreign administrations, provincial and territorial revenue officials by thoroughly evaluating all requests by or to the Department to ensure that such exchanges are legally correct.
- 6 Maintains close liaison with officials of other departments and Central Agencies to ensure that input on legislative proposals is effectively presented and discussed so that legislation of negotiated agreements properly reflect policy.
- 7 Maintains close liaison with senior officials of foreign administrations, provincial and territorial officials to assist with exchanges of information, resolution of cases overlapping jurisdiction or legislative problems.

EVALUATION RATIONALE

Director, Provincial and International Relations

BM: L-5-A

KNOW-HOW

- G Requires recognized mastery in professional accounting principals and practices and of major area of tax law, legal precedents, and legislative principals and legalities, with emphasis on provincial and international tax law and international social security agreements.
- II Through a staff of 6 professionals and in consultation with Branch colleagues, provides advice on problems in provincial and international tax law, participates in negotiating international tax treaties and social security agreements and federal provincial agreements, controls the exchange of information under treaties, negotiates or reviews proposed solutions to competent authority cases involving overlapping jurisdiction, and to cases of dual coverage under social security legislation, and researches proposed legislative changes to ensure they are feasible.
- 3 Critical level reflecting requirement to motivate a small professional staff and to represent the Department effectively in negotiations with provincial and foreign tax specialists.
- 528 Middle number reflects complex and highly specialized subject area, requiring mastery of provincial, national and international tax law. The managerial challenge is conceptual rather than operational.

PROBLEM-SOLVING

- F Thinking is within generally defined policies such as the objective of negotiating treaties within foreign countries, to prevent evasion, to exchange confidential information while maintaining the confidentiality of client files, and ensuring that treaties are in accord with the intent of fiscal and social policy makers.
- 4 Requires adaptive and interpretive thinking in researching international or federal provincial problems, and developing and recommending mutually acceptable solutions.
- (50) Lower percentage reflects the degree of assistance available in the form of general instructions, practices and precedents.

ACCOUNTABILITY

- F Reports to the ADM, Legislative and Intergovernmental Affairs, the incumbent represents the Department in the negotiation of treaties with foreign countries and develops solutions to problems with constraints imposed by the government's fiscal and social strategies.
- 2P Primary impact on Directorate as represented by a salary and operating budget of \$105,2000 (Constant).
- 264 Low number reflects constraints placed on the position through mandate for negotiations.

SUMMARY

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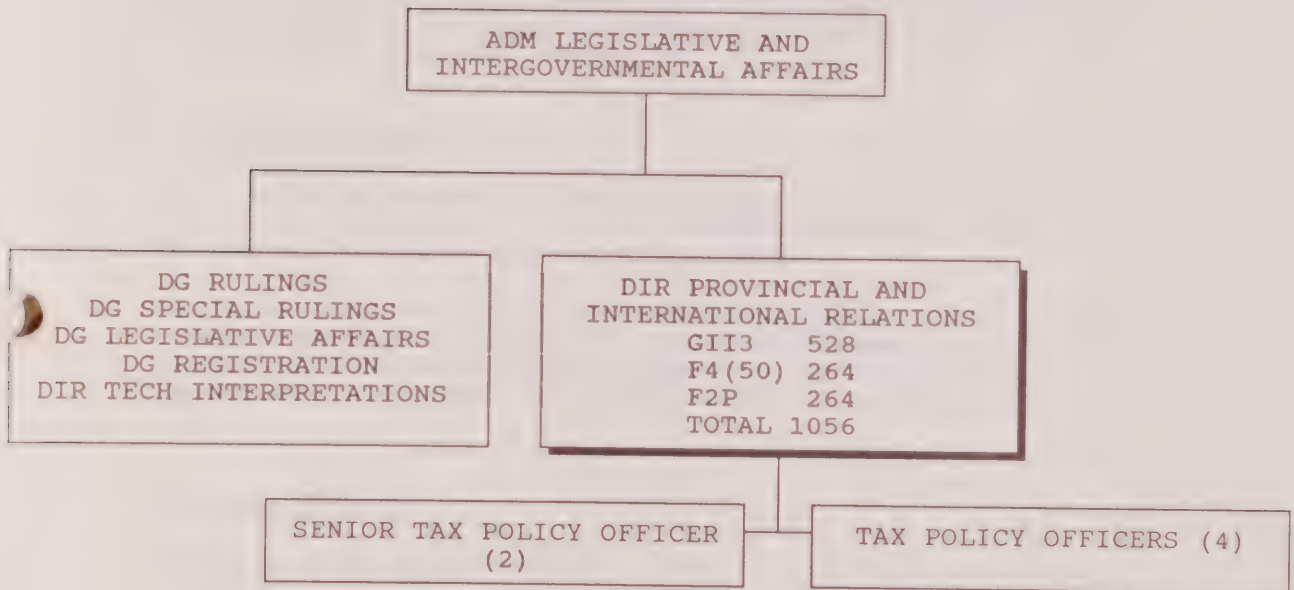
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: L-5-A



BM: L-5-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: L-46-A

POSITION TITLE: Director, Intergovernment and Industry Relations

GENERAL ACCOUNTABILITY

Is accountable for the overall management of the Department's federal-provincial and international relations on multi-modal issues and liaison with industry; the negotiation and overall management of ERDA sub agreements, and other federal-provincial agreements which are multi-modal in character; for handling special projects or short-term, multi-modal policy issues of a non-strategic nature; and for the management of regional development initiatives involving more than one mode of transportation.

ORGANIZATION STRUCTURE

This is one of four positions at the fourth level reporting to the Director General, Coordination. The other three are: Director, Departmental Secretariat; Director, Crown Corporations Policy; and Director, Disabled Transportation.

Reporting to the Director, Intergovernmental and Industry Relations are six Senior Advisors with an additional six advisors, working on a matrix basis, responsible for relations with provincial and territorial governments, other departments, the transportation industry, governments of other countries, international organizations, and specialized agencies.

NATURE AND SCOPE

The Intergovernment and Industry Relations Division is responsible for coordinating the Department's response to multi-modal policy issues with provincial and territorial governments, foreign governments and international agencies, and the transportation and transportation-user industry. This requires decisions on issues having policy implications, promoting and safeguarding the interests of the Department and of the Government, and negotiating or supporting negotiations on behalf of the Department. It also requires the resolution of the sometimes conflicting requirements of federal, provincial, territorial, public, private and foreign government interests.

The Director must be aware of political and other factors which could influence decision making and must perform within constitutional constraints. The incumbent must be familiar with all Canadian legislation and regulations related to transportation as well as various international conventions such as the Hamburg Rules, the International Multi-modal Convention (IMCO), the Warsaw Convention on the carriage of passengers and goods by air, and IMCO Liability Convention. The Director must have a good knowledge of national policies on such topics as economic and regional development, sovereignty, natural resources exports, Canadian content in resource development activities, regional disparity, native claims and rights, etc.

The Director is responsible for providing advice to departmental executive and other senior departmental officials on federal/provincial/territorial implications arising from proposals on transportation and on industry reaction to proposals.

The Division coordinates the development of departmental positions on legislative and regulatory matters (short-term, multi-modal issues of a non-strategic nature) and conducts associated discussions and negotiations. The time frame available for responses is invariably short and the need for delicate handling is critical.

In the context of short-term, multi-modal policy issues (non-strategic), several aspects of this function create challenges for the incumbent. They include the complexity of issues, frequently due to the multi-modal aspects of the projects; the rapid response requirements, necessitating quick and reliable judgment and a broad knowledge base; the high level to which policy input is provided (ADM, DM and the Minister); the need to stay well informed on departmental policies, issues and activities; and the requirement to work closely with others.

The Director General, Coordination is consulted regarding positions to be taken in provincial, territorial, interdepartmental and/or international meetings and in resolving major conflicts within the Department or with other departments or governments of both a substantive and jurisdictional nature.

The incumbent represents the Department at interdepartmental, intergovernmental and international meetings which deal with a wide variety of topics involving all modes of transportation. In order to effectively represent the Department and protect its corporate interest, the incumbent must possess excellent interpersonal skills and maintain a broad in-depth knowledge of transportation issues and priorities.

The incumbent must maintain close contact with the Air, Marine and Surface Groups, all policy directorates, the governments of other countries, the provinces, the territories, other departments, Crown Corporations, Industry Associations, and various international agencies.

DIMENSIONS (Constant Dollars)

| | <u>Department</u> | <u>Division</u> |
|-------------------|-------------------|-----------------|
| Person Years: | 22,000 | 13 |
| Operating Budget: | \$243.7 Mil | \$166,160 |

SPECIFIC ACCOUNTABILITIES

- 1 Develops in consultation with the modal groups, the Department's response to multi-modal policy issues with provincial, territorial and foreign governments, international agencies, and the transportation and transportation user industry.

- 2 Provides advice on implications of transportation policies or programs, relative to other governments and/or industry reaction to these policies or programs, and the resolution of conflicts between and among these groups.
- 3 Acts as a focal point for departmental involvement in the Economic and Regional Development Agreement process, negotiations and the overall management of sub agreements.
- 4 Maintains good working relationships with governments and industry, in order to provide a focal point for all external agencies in their dealings with the Department.
- 5 Acts on behalf of the Department at intergovernmental and interdepartmental meetings and committees on multi-modal transportation.
- 6 Assists in the timely development of departmental positions (short-term, multi-modal, non-strategic) in order to protect corporate interest where policies of other department's impact on the Department.

EVALUATION RATIONALE

Director, Intergovernmental and Industry Relations

BM: L-46-A

KNOW-HOW

- F Seasoned specialized know-how is required of the Department's federal-provincial and international relations on multi-modal issues, and of liaison with industry and on departmental policies regulating the transport industry.
- II Conceptual coordination of the Department's external relations coupled with the internal coordination of the various units of the Division is required.
- 3 A critical level of Human Relations Skills is required for liaison, coordination and consultation with other departments, provincial and other countries' governments, international organizations and agencies.
- 460 High number reflects tendency to broad mastery in the degree of specialized knowledge required to address multi-modal transportation issues in intergovernmental and international context.

PROBLEM-SOLVING

- E Thinking is done within policies and objectives of the Department and of the government in pertinent areas.
- 4 Evaluation and constructive thinking is required to analyze and formulate multi-modal policy positions.
- (43) Negotiate and manage agreements.

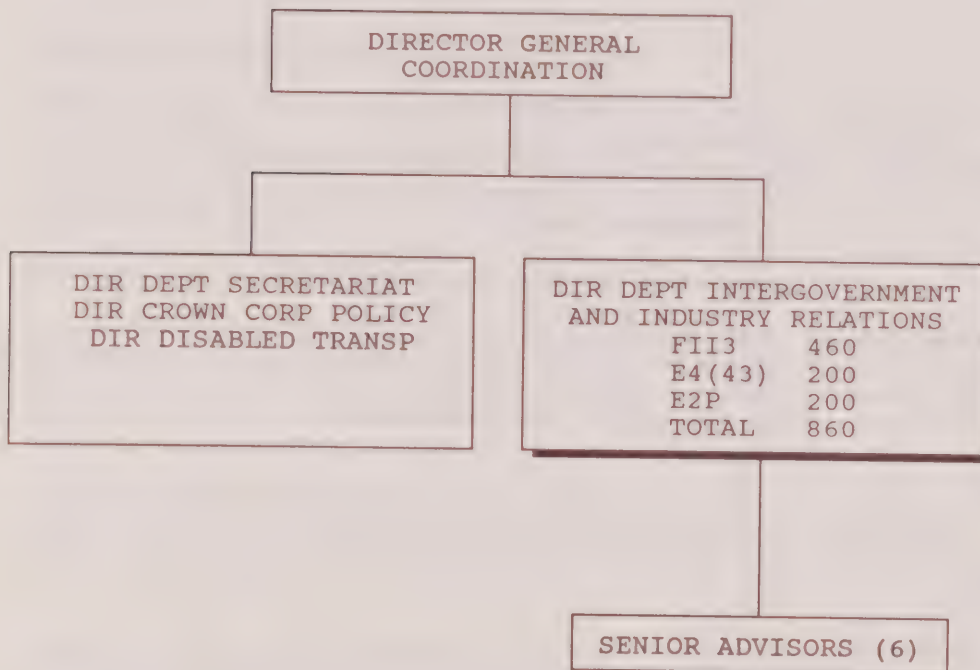
ACCOUNTABILITY

- E Work is guided by broad government and departmental policies and priorities. Direction is available from Director General, Coordination.
- 2P Primary impact on Division, as represented by an operating budget of \$166,160 (Constant).
- 200 Middle number reflects authority to act on behalf of Department in negotiations affecting the transportation industry.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: L-46-A



BM: L-46-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-8-A

POSITION TITLE: Director General, International Programs

GENERAL ACCOUNTABILITY

Is accountable for the overall formulating, planning, policy, direction and management of all international programs, projects and initiatives of the Department.

ORGANIZATION STRUCTURE

This is one of 11 positions at the second level reporting to the Deputy Minister. The others are: Senior Assistant Deputy Minister, Agriculture Programs; Assistant Deputy Ministers, Research; Food Production and Inspection; Agriculture Development; Policy; and Corporate Management; Associate Deputy Minister, Grains and Oilseeds; and Directors General of Prairie Farm Rehabilitation Administration; Personnel; and Communications.

Specific functions of the five positions reporting to the Director General, are:

Director, International Trade Policy (Staff of 16) is accountable for the planning, development, implementation and maintenance of all policies, programs and strategies required at the national and international levels to achieve government and sectoral objectives of maintaining Canada's competitive position in foreign agriculture markets, while enhancing agri-food exports and related international interests.

Director, International Affairs (Staff of 23 plus 5 overseas projects) is accountable for the proper and effective management, formulation of policy, advice and co-ordination of the Department's international relations and activities both in a bilateral and multilateral context, with counterparts abroad.

Director, International Market Development (Staff of 16) is accountable for the conception, development and implementation of the Department's agri-food market development, promotional and trade-oriented programs and activities; for the identification and development of both new and expanded international trade opportunities; for the analysis of international market intelligence and the subsequent correlation with the production and export capability of the Canadian food industry.

Director, International Agriculture Development (Staff of 7 plus 20 overseas projects) is accountable for managing the Department's international technical assistance activities, through development of policy, project planning, program co-ordination and project management by building good relations abroad and demonstrating areas of excellence of Canadian agriculture in potential markets.

Chief, Planning and Management Services (Staff of 3) is accountable for administering the budgets and accounts, human resources, facilities, planning, materiel acquisitions and providing a central administrative service to the branch; develops, recommends and implements long-range financial and administrative plans and procedures to contribute to the effective management of the branch.

NATURE AND SCOPE

The Department carries out a broad variety of programs aimed at achieving continued growth and improvement of Canada's agricultural and food industries. These programs are governed by 45 Federal Acts. Most departmental programs are carried out in co-operation with the provinces. Many of the programs are complex, requiring inter-branch, inter-departmental and inter-governmental liaison and co-ordination with the agri-food industry, associations and powerful interest groups. The Minister is also responsible for several Crown Corporations involved in industry regulations, program delivery and marketing.

The Director General is responsible for initiating, formulating and directing departmental trade policies and export programs as well as international affairs of the Department and related activities. This involves initiating and recommending policies, courses of action and strategies to the Ministers, DM, branch heads of the Department and inter-departmentally. The DG is responsible for ensuring that medium and long-term policies and planning of all international activities and initiatives of the Department are both compatible with and in support of the government's foreign policy, national priorities and international commitments. The DG is also responsible for providing effective and timely service and advice to departmental clientele and the agri-food sector.

Continued strength of agri-food exports now comprising 50% of Canada's cash farm income is essential to the Canadian economy. International competition is fierce and the level of exports (\$2.2 Bil [Constant] annually) requires extensive and carefully planned and effectively implemented programs by the federal government, provinces and industry. The DG directs the overall departmental international thrust and co-ordinates such thrust with the international mandates and efforts of other branches, federal and provincial departments, crown corporations and the private sector.

The DG actively participates in development of national agricultural trade policies, provides relevant analyses and advice, and represents Canada at multilateral and bilateral agriculture trade discussions and at negotiations under the GATT.

The DG evaluates the implications of Canadian agri-food trade policies related to trade practices, quotas, barriers to entry, and food emergencies, and provides advice on agri-food trade situation, export financing and international trade relations, in order to protect and enhance Canada's presence and competitive position in international markets.

The DG is responsible for agri-food export market analyses, market and trade intelligence, for stimulating and influencing the development and expansion of Canadian agri-food markets, export of technologies and services, and encouragement of private sector participation. The DG facilitates the organization of market development initiatives through government or private sector programs. The DG is responsible for the analyses of consumer preferences to assist clientele in developing and marketing appropriate products and participates in the development, prioritization and implementation of the international component of commodity-based agri-food development strategies.

The DG participates in establishing, defining, promoting and promulgating Canadian policy positions in both bilateral and multilateral areas with significant leverage and influence on agri-food policies and program development of a number of agencies of the United Nations and other international institutions, and agricultural policies of other countries.

The DG is responsible for the development of departmental policies and programs to provide inputs into Canada's agricultural development strategies for the third world countries and for developing the logistics for enhancing linkages between aid and trade as a means of improving income and employment in domestic agricultural sectors. The DG plans and implements development assistance packages and projects to stimulate agricultural development and trade with the third world nations and acts as the executing agency on behalf of the Department for development assistance projects, and plans, manages and controls resources drawn from other branches, CIDA, the provinces, universities and the private sector to implement effectively such projects to improve domestic economy, both in Canada and recipient countries.

The DG is a member of the Department's Executive Committee, is chairman of many committees and is ex-officio chairman of several standing committees and institutions of the United Nations and other international organizations.

DIMENSIONS (Constant Dollars):

| | |
|---|-----------------------------------|
| PYs: | 68 (plus 25 Projects on Overseas) |
| Annual Branch Budget: | \$1,240,694 |
| Annual Operating Budget for Overseas | |
| Aid Projects: | \$3,722,084 |

SPECIFIC ACCOUNTABILITIES

- 1 Conceptualizes, develops, and implements developmental strategies, in liaison with External Affairs, for strengthening the linkages between Canadian foreign policy objectives and Canadian domestic development, trade, marketing and international aid objectives as related to the agri-food sector.
- 2 Provides analytical information on Canada's agricultural markets and trade potential, maintaining a Departmental trade market intelligence and information system as a basis for such information.

- 3 Provides continuing leadership in representing Canada in areas of agricultural trade and tariffs, such as Canada/U.S. trade, negotiations under the GATT, and other multilateral and bilateral trade discussions and removal of quotas and other barriers to trade.
- 4 Manages and strengthens the Department's established lead role in the co-ordination of Canadian participation in the principal international food and agriculture agencies.
- 5 Develops and implements memoranda of understanding, agreements and arrangements with foreign departments of agriculture on behalf of the Department.
- 6 Advises and participates with External Affairs and CIDA in the development, management and control of plans and programs to provide and improve the services of agricultural specialists in posts abroad, in multilateral organizations, at international research institutes and in bilateral CIDA projects.
- 7 In liaison with External Affairs, Canadian Commercial Corporation and other commercial financial institutions, develops plans, programs, and other measures to arrange financial support to enhance Canadian marketing and trade opportunities in international markets for agricultural products, services and technology.

EVALUATION RATIONALE

Director General, International Programs

BM: M-8-A

KNOW-HOW

- G Broad knowledge of the Canadian agricultural industry and of the programs, opportunities and constraints affecting the international market place. Knowledge of the changing world political and economic climate and of the roles and responsibilities of international organization as involved in trade, financing and aid programmes.
- III Department-wide coordination of international activities, including development of agriculture trade policies and trade strategies, and in the negotiations of trade agreements, market development, agriculture development assistance and export financing.
- 3 Critical level required to influence other departments and industry and to participate in international organizations and the negotiations of trading agreements.
- 800 Highest number reflects a tendency towards a broad managerial know-how; the management challenge is at the policy level.

PROBLEM-SOLVING

- G Thinking within generally defined agriculture trade and economic policies and objectives of the department and the government as a whole.
- 4 Adaptive, creative and analytical thinking required to represent Canadian Agriculture interests in the highly competitive international market place; to ensure Canadian agriculture commodities are aggressively and competitively marketed, to ensure Canada receives full benefits for all agreements and to represent Canadian interest in the trade negotiations.
- (57) Lower percentage indicates that guidance in the form of clearly stated commodity objectives is available.

ACCOUNTABILITY

- G Position reports to the Deputy Minister and provides the highest level of advice to senior management on international issues.
- 3P Primary impact on international activities of the Department as represented by an annual branch budget of operating budget of \$1.2 million (Constant).
- 528 Lowest number reflects dollars and a freedom to act constrained by the involvement of other branch heads, given the position is primarily a problem solver and advisor.

SUMMARY

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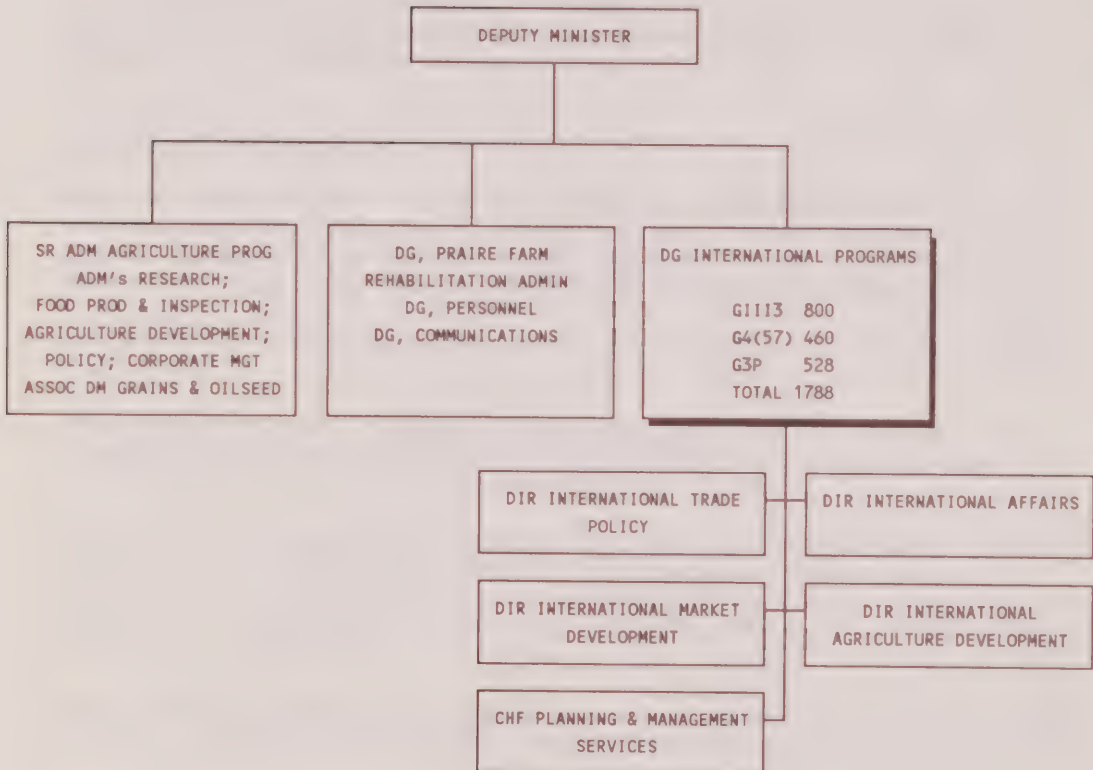
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: M-8-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-7-A

POSITION TITLE: Director General, International Relations

GENERAL ACCOUNTABILITY

Is accountable for the conceptualization, development and implementation of policies, programs and strategies required at the international level to promote, protect and achieve national communications and cultural interests and objectives.

ORGANIZATION STRUCTURE

This is one of eight positions at the third level which report to the Assistant Deputy Minister, Corporate Policy. The others are: Director General, Federal/Provincial Relations; Director General, Information Services; Director, Program Evaluation; Director, Legal Services; Director General, Strategy and Plans; Director, Sector Policy Coordination; and Director, Internal Audit.

Specific functions of the six positions reporting directly to the Director General, International Relations are:

Director, Trade Policy and Canada/USA Telecommunications: (Staff of 5) manages the Canada/USA communications relationship and formulates DOC's policies and strategies concerning trade in communications and cultural products and services;

Head, World Administrative Radio Conference and Consultative Committee Affairs: (Staff of 7) manages the Canadian participation, by both government and the private sector, in the International Telecommunications Union's radio, telegraph and telephone committees to work out international standards for the operation of telecommunications systems and the efficient use of the radio frequency spectrum;

Head, Multilateral Telecommunications: (Staff of 3) manages the identification, assessment and promotion of Canadian telecommunications interests in international organizations;

Director, Bilateral Telecommunications, Planning and Development: (Staff of 5) directs visits and missions of senior DOC officials to other countries and of senior communications officials of other countries to Canada, to promote the international marketing of Canadian communications and cultural products;

Director, International Cultural Affairs: (Staff of 7) manages DOC's participation in international cultural activities to promote the international marketing of Canadian cultural products;

Special Advisor, International Informatics: (Staff of 1) formulates and implements Canadian policies on the international aspects of informatics.

In addition, there is an immediate staff of five positions: one administrative assistant, secretary/administrative assistant, one clerk responsible for the International Documents Centre, and two word processor operators.

NATURE AND SCOPE

Under the Department of Communications Act, the Minister of Communications is empowered, inter alia, to "take such action as may be necessary to secure by international regulation or otherwise, the rights of Canada in communications matters". Since nowhere is it spelled out what these "rights" are nor how to "secure" them, the DG must take the initiative to work out objectives and strategies and policies for realizing them and for adapting these strategies and policies to fast-changing technological developments and situations.

There are very few precedents on how to establish a new equilibrium in international communications without destroying the stability which is needed upon which to base investment decisions on communications facilities and without restricting the international flow of essential communications. As a country in the forefront of new communications technologies but sensitive to the aspirations of developing countries, Canada has a continuing special role to play in adapting the international system.

A difficult multilateral communications and cultural forum will continue to be UNESCO, which is the focal point in the UN system for measures to establish a "new world information and communication order", i.e. to close the "communications gap" in "hardware" and "software" between developing and developed countries.

Canada's key bilateral relationship is with the USA. It is the most sophisticated communications/cultural relationship between any two countries. The many facets of this relationship are so diverse (ranging from the very technical to industrial/commercial and to questions of "content" and Canada's cultural sovereignty/identity) that managing the relationship is a very complex process, requiring the mastery of a wide range of issues and ingenuity in resolving problems and in balancing competing interests. Canadian policies vis-à-vis the USA must strike a reasonable balance between the need to maintain viable Canadian communications and broadcasting systems and cultural industries, on the one hand, and the realities of the North American situation, on the other hand.

A priority objective in most international activities is to identify opportunities and create the conditions for Canadian industry to win foreign contracts in the USA, Western Europe and key developing countries. This includes not only communications "hardware" and "software" but cultural products such as films, books, records and television programs.

Working together with DOC's Cultural Affairs and Broadcasting Sector and External Affairs' International Cultural Relations Bureau, the International Relations Branch is responsible for ensuring that domestic policies and measures to strengthen the Canadian cultural industries take advantage of opportunities provided by cooperation with, and exports to, other countries, as well as take into account international realities.

The DG is the most senior official, not only within DOC but within the Canadian Government, responsible on a full-time basis for conceptualizing, developing and implementing communications and cultural policies and strategies at the international level.

The DG is responsible for ensuring that international strategies and policies are developed in consultation with other affected federal departments and agencies, affected provincial departments and agencies, and the private sector (e.g., Telecom Canada, CNCP). Telecommunications and Bell Northern Research have a formal status within the ITU).

The DG must be able to achieve results in unwieldy multilateral forums (such as ITU, UNESCO, UN Outer Space Committee), where decisions are being taken increasingly by consensus rather than voting, and in difficult bilateral contexts such as the Canada/USA communications and cultural relationship. This requires leadership and sensitive but dynamic diplomacy. It also requires mastery of technical issues, the political and philosophical positions of all countries, an understanding of and sensitivity to the aspirations of developing countries, and expertise in negotiations and in the development of international law and regulations. It is a major challenge to be able to sustain internationally Canada's reputation as a country in the vanguard of technical developments and creative approaches in the field of communications and culture, combined with a particular sensitivity to the problems of developing countries.

Full-time operational accountability remains with the DG. Day-to-day decisions to solve problems are usually taken by the DG without seeking instructions from more senior officials. This is particularly required at international conferences, meetings and negotiations where there is a need for timely and independent decisions and actions. The major control is the performance measurement of results achieved.

DIMENSIONS (Constant Dollars)

Person-Years

| | |
|-------------|-------|
| Department | 2,416 |
| Directorate | 36 |

Operating Budget

| | |
|-------------|-----------|
| Department | \$39 Mil |
| Directorate | \$504,154 |

| | |
|--------------------------|----------|
| Grants and Contributions | \$16 Mil |
|--------------------------|----------|

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that Canadian policies and strategies are developed and implemented, and that Canada's communications and cultural interests are promoted and protected at the international level by effective representation in multilateral fora and in bilateral relationships and negotiations.

- 2 Ensures that important international developments are reflected in Canada's national communications and cultural policies so that these policies remain viable.
- 3 Ensures that the international regime regulating telecommunications, worked out in the many activities of the ITU, continues to be responsive to Canadian interests.
- 4 Ensures that the wide range of Canadian communications and cultural issues at play in the complex Canada/USA communications and cultural relationship is managed so that general and specific Canadian objectives and results are achieved and so that any bilateral irritants do not disrupt the overall mutually beneficial relationship.
- 5 Ensures that substantial new markets for Canadian communications and cultural products are developed in key developed and developing countries.
- 6 Ensures that the legitimate interests of developing countries are accommodated within the international communications system, so that the effectiveness of the system in satisfying Canadian requirements will not be disrupted.

EVALUATION RATIONALE

Director General, International Relations

BM: M-7-A

KNOW-HOW

- G Mastery of field of international telecommunications and the related objectives of other departments and agencies, to represent these various inquests in conferences of international bodies and at meetings with Intelsat, European Space Agency and other similar organizations.
- III Conceptual coordination of activities related to the telecommunications field is required to coordinate its various sectors in the areas of international arrangements, development, space, informatics and radio.
- 3 Critical level is required to reflect responsibilities and abilities required in representing Canada's interests in international agencies.
- 700 As senior departmental official in international field, position must be in a position to provide ADM with authoritative advice.

PROBLEM-SOLVING

- F Thinking within broad policies under general direction in coordinating and representing the different related interests in the field of telecommunications further ensuring that provincial and industry requirements are taken into consideration.
- 4 Adaptive thinking is required in formulating and proposing departmental objectives and priorities in the various elements of telecommunications ensuring that the interests of all parties (i.e. Dept, federal depts., province and industry) are considered.
- (57) Higher percentage reflects a tendency to uncharted thinking challenge in the development of solutions acceptable to the government's domestic and international partners.

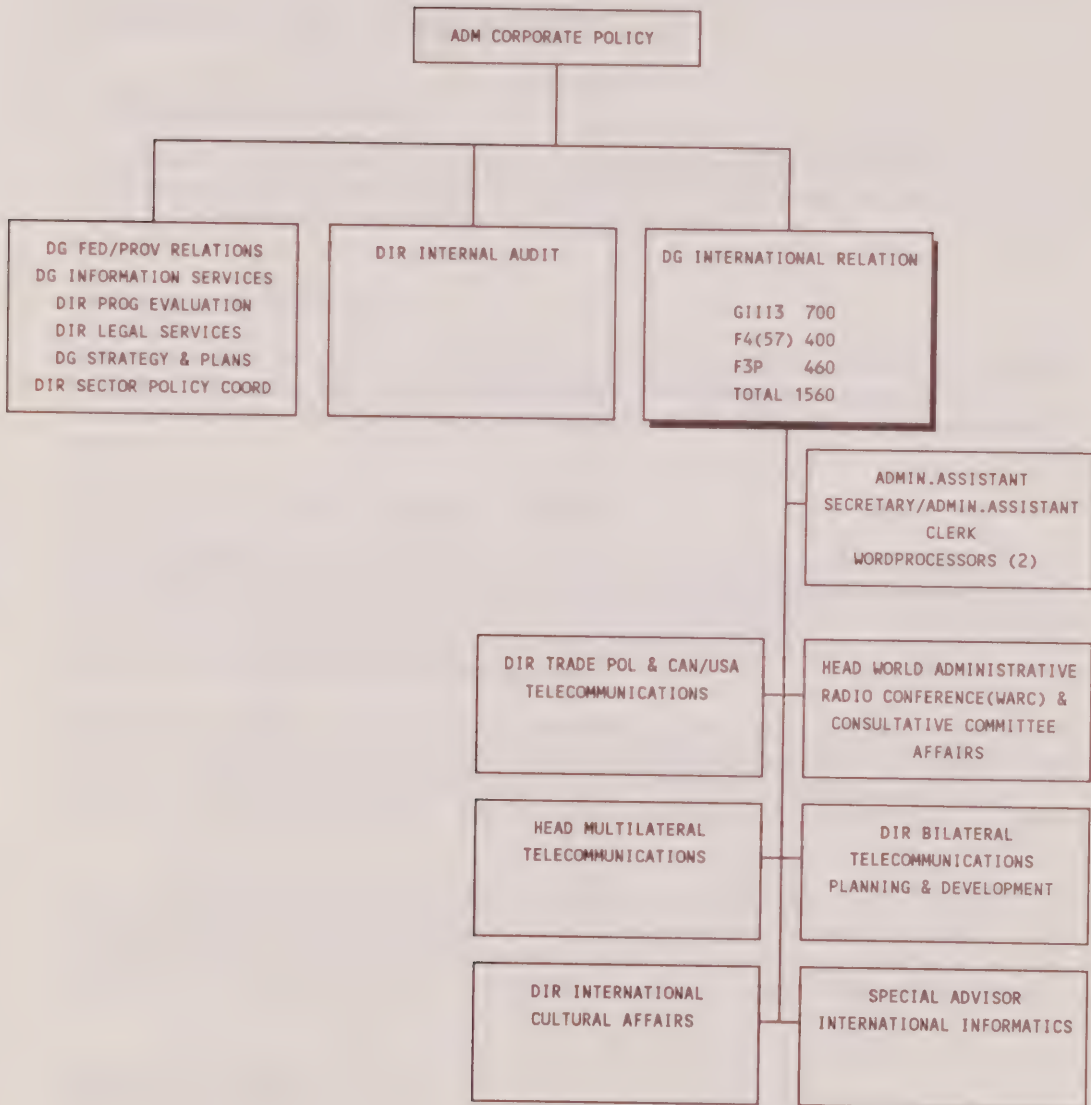
ACCOUNTABILITY

- F Reporting to the ADM Corporate Policy, receives general managerial direction in the development and promotion of Canadian interests in the field of telecommunications.
- 3P Primary impact on Canada's international commitments in the field as represented by a Grants and Contributions budget of \$12 Mil.
- 460 High number reflects the freedom of the position to act in representing Canada in addressing sensitive international issues and negotiating allocation of funds to international agencies.

SUMMARY

| | | | | |
|-----------|------------|---------|------|----|
| GIII3 700 | F4(57) 400 | F3P 460 | 1560 | A1 |
|-----------|------------|---------|------|----|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: M-7-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-6-A

POSITION TITLE: Director, International Affairs

GENERAL ACCOUNTABILITY

Is accountable for the provision of advice on policy trends, application, conflict and their resolution regarding international agricultural trade and developments as they relate to the work of the Department in both multilateral and bilateral contexts.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General International Programs. The others are: Directors, International Trade Policy; International Market Development; International Agriculture Development; and Chief, Planning and Management Services.

Reporting to the Director, International Affairs are:

Chief, Multilateral Affairs (Staff of 10) is accountable for the analysis, planning and coordination of the Department's interests vis-à-vis the multilateral organizations involved in agriculture; for the day-to-day administration of Canada's pledge to the world food program; and for developing Departmental policy positions on Canadian food aid and the international proposals regarding world food security/food aid.

Chief, Bilateral Affairs (Staff of 6) is accountable for analyzing, planning and coordinating the Department's overall bilateral relations; preparing memoranda of understanding; briefing for and organizing incoming and outgoing high level visits, collecting, analyzing and disseminating foreign agricultural intelligence, and for the management of the Department's corporate missions fund.

Chief, Overseas Projects (Staff of 5 plus 5 overseas on projects) is accountable for analyzing, planning and coordinating the Department's involvement in overseas technical assistance; providing administrative services for development projects executed by the Department on behalf of CIDA; and for the implementation of departmental policies regarding technical assistance.

NATURE AND SCOPE

Directorate operations are determined by the changing world agricultural situation, the political and economic forces at play in the Canadian agricultural economy and the interaction between them. Canada is one of the world's largest exporters of agricultural products, with exports accounting for about 50 percent of Canada's farm cash receipts. Canada is also a major donor of agricultural food aid and agricultural development assistance to the developing countries.

The Director is responsible for the coordination and assessment of initiatives and activities relating to technical assistance, foreign intelligence, food aid, international organizations, foreign visits, scientific and technical cooperation and exchange with specific countries with and without formal agreements. The Director must ensure that the Department's international activities are coordinated and consistent with the Government's overall international economic, trade and aid policies and sectoral priorities.

The Director must review and advise on request for technical assistance being received from countries which may not have a high priority in CIDA's foreign programs, but which could become valuable commercial markets for Canadian agriculture.

A major responsibility of the Director is to recommend to the Director General how the Department is to reconcile its goal of facilitating the growth of Canadian agriculture with the government's international development assistance and domestic economic and commercial policy objectives.

The Director has the primary responsibility to monitor and coordinate all departmental activities which impact on international relations. Although the line branches have primary responsibility for the development of line programs and policies, the Director is responsible for ensuring that they are consistent with and reinforce the Department's basic goals and complement the objectives and goals of other departments, agencies and the government.

The Director ensures that international implications are adequately taken into account in the development of departmental domestic and international policies and programs. It is the Director's responsibility to identify emerging areas of conflicting goals and priorities within the Department and interdepartmentally and to recommend appropriate action to resolve these conflicts. This requires tact, diplomacy and negotiating skills for dealing successfully with other departments and agencies which may have overlapping legislative responsibility for various aspects of Canada's international agricultural relations.

The main functions of the Director are to:

- liaise with other government departments for the formulation of economic, commercial and technical assistance policies, and to ensure that the Department's goals and objectives are effectively presented and taken into account by other departments;
- provide, as the principal source, analysis and policy advice regarding food aid and international agricultural development assistance;
- represent Canada at multilateral agricultural and food organizations, such as the Food and Agriculture Organization of The United Nations (FAO). There has been a proliferation of international organizations dealing with agriculture which the Director General must keep under review and ensure that they service the interests of Canadian Agriculture as well as Canada's foreign policy and international aid objectives;
- develop the critical elements of a long-range policy planning system to meet the needs of the Directorate and to advise the DG on current and long term international trends having particular impact on Canadian agri-business.

Institutional controls on the freedom to act and solve problems are only restricted by federal legislation pertaining to agriculture, public service regulations and Treasury Board directives. The DG reserves the final approval of policies and major plans. Approval of interim policies and plans together with the interpretation of approved policy for international affairs rests with the Director.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|-------------|------------------------------------|
| Department | 12,652 |
| Branch | |
| Directorate | 23 (including 15 financed by CIDA) |

Budgets:

| | |
|-----------------------------------|-----------|
| Operating (including salaries) | \$276,344 |
|-----------------------------------|-----------|

SPECIFIC ACCOUNTABILITIES

- 1 Provides and ensures effective and efficient management of the Directorate and its resources resulting in high morale, productivity, and good working relationships in the international field, and ensures policies and procedures are both legally and administratively defensible.
- 2 Formulates and recommends new policy and changes to existing policy to contribute to the overall discharge of the Department's mandate within an ever-changing social and economic milieu.
- 3 Ensures that the Department's trade, and international development assistance and international relations activities are coordinated and consistent with the government's overall national development and international economic, trade and aid policies, and that international implications are adequately taken into account in the development of Departmental domestic policies and programs.
- 4 Develops and analyzes international policy initiatives and alternatives for senior management and Ministerial consideration, and recommends new policies or modifications to existing policy.
- 5 Ensures Canadian government priorities and concerns are reflected in the evolution of international food initiatives proposed by such bodies as the FAO, WFP and WFC.
- 6 Directs and identifies CIDA programs and projects which can be used to further Canadian agriculture's commercial interests while at the same time meeting the government's humanitarian and aid effectiveness objectives.

- 7 Provides information analyses of foreign agricultural policy developments which may impact on the Canadian agricultural sector.
- 8 Develops and maintains effective liaison with other departments, provinces, private sector, foreign governments and international agricultural organizations, and represents the Department at major meetings of international bodies and organizations.

EVALUATION RATIONALE

Director, International Affairs

BM: M-6-A

KNOW-HOW

- G Thorough knowledge of economics, and the scientific and technical response framework required in balancing national, provincial and private objectives for Canadian agriculture with Canada's food commitments to the world.
- III Operational coordination and assessment of Departmental initiatives and activities re: technical assistance, foreign intelligence, food and international organizations, foreign visits, scientific and technical cooperation and exchange with specific countries.
- 3 Critical human relations skills required in the management of the department's relations with the UN and other international agencies and at conferences dealing with food and agriculture.
- 608 Lowest number to indicate mastery as the departmental expert in non-commercial international agri-food development projects.

PROBLEM-SOLVING

- F Freedom to think within broad policies and objectives in formulating effective and comprehensive policies and programs in the field of non-commercial agricultural international relations.
- 4 Analytical thought required in defining, justifying and defending the Department's initiatives on international policies and programs (there are a number of departments and agencies in this field) and in providing advice on international political trends, applications, conflicts and their resolution.
- (50) Lower percentage represents a solid evaluation as a specialist in this field with responsibility to defend the department's initiatives on the international scene.

ACCOUNTABILITY

- F Reporting to the DG, International Programs, acts within functional policies and goals provides advice and formulates policies and programs for the Department in non-commercial international relations.
- 2P Primary impact on Directorate as represented by an operating budget of \$376,344 (Constant).
- 304 Middle number reflects the freedom of the position to develop departmental policies affecting the stance of the government in international fora.

SUMMARY

| | | | | | | | |
|-------|-----|--------|-----|-----|-----|------|---|
| GIII3 | 608 | F4(50) | 304 | F2P | 304 | 1216 | 0 |
|-------|-----|--------|-----|-----|-----|------|---|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: M-6-A

| | |
|-----------------------|------|
| DG INTERNATIONAL PROG | |
| GIII3 | 800 |
| G4(57) | 460 |
| G3P | 528 |
| TOTAL | 1788 |

DIRECTORS, INTL TRADE;
INTERNATIONAL MARKET;
INTERNATIONAL AGRIC;
CHIEF, PLANNING AND
MANAGEMENT

DIR INTERNATIONAL AFFAIRS

| | |
|--------|------|
| GIII3 | 608 |
| E4(50) | 304 |
| E2P | 304 |
| TOTAL | 1216 |

CHF BILATERAL AFFAIRS

CHF MULTILATERAL AFFAIRS

CHF OVERSEAS PROJECTS

BM: M-6-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-5-A

POSITION TITLE: Director, International Operations

GENERAL ACCOUNTABILITY

Is accountable for promoting adequate and stable international air services; implementing and administering bilateral air agreements; providing advice and recommendations on the implementation of government policies, objectives and priorities on international air regulatory matters; and directing Agency participation in the negotiation of bilateral and multilateral international air agreements.

ORGANIZATION STRUCTURE

This is one of five positions at the fourth level reporting to the Director General of the Market Entry and Analysis. The other four are: Director, Domestic Operations; Director, Enforcement; Director, Industry Monitoring and Analysis; and a Financial and Administrative Officer.

Specific functions of the six positions reporting to the Director, are;

Chief, International Licensing (Staff of 12) is responsible for developing and implementing Agency policies, regulations and requirements relating to the issuance of licenses and temporary authorities.

Senior Advisor, International Air Agreements and Services is responsible for representing the Agency in negotiations of bilateral air agreements and participating in the planning and development of information systems to ensure implementation of and adherence to Canadian international air agreements.

Senior Advisor, International Air Regulatory Policy and Agreements is responsible for undertaking economic studies on the implementation of Canadian bilateral air agreements to support regulatory functions of the Agency; analyzing and interpreting economic studies to assist in developing Canadian positions for air negotiations; and developing and maintaining an information system to evaluate impact on international services.

Senior Advisor, Transborder Air Services is responsible for representing the Agency in Canadian delegations negotiating bilateral and multilateral air agreements; planning and developing Canadian negotiating positions; ensuring compliance by Canadian and U.S. air carriers with all transborder air agreements; and formulating and recommending regulatory policy proposals.

Senior Analyst is responsible for preparing routing information of all international airlines implicated in air agreements and traffic rights; preparing statistical reports of international air carriers and recommending potential and market needs; participating in the negotiations of international air agreements; ensuring international transport policy consistent with domestic policy.

Analyst is responsible for conducting studies on the implementation of bilateral air agreements and international air relations; participating in negotiations and consultations between aeronautical authorities and participating in the development of an information system.

NATURE AND SCOPE

The Agency supports the national transportation policy through the economic regulation of carriers and modes of transportation that come under federal jurisdiction.

The Director plans, organizes, directs and controls activities so as to be responsive to the demands of international and domestic transportation industries, the Agency and government policy and legislation. The Director appraises, determines and balances priorities on the basis of judgement and knowledge of the impact on Canadian interests, the degree of urgency for the transportation industry and the effects on the travelling public. The Director must achieve a regulatory environment for international transportation services that responds to the demands of greater competition, yet serves the needs of Canada and protects the Canadian carriers.

The Director ensures that the implementation of agreements/arrangements and charter regimes and the air services operated are consistent with Canadian law and objectives and the terms and conditions of agreements. The position is responsible for information on Canadian bilateral air agreements; developing and maintaining the operation of the agreements and evaluating and reporting their results for Canada providing interpretations of regulatory parts of agreements and their relationships to regulations; assisting Canadian air carriers requiring clarification or improvement of regulatory conditions or support in dealing with foreign regulatory authorities; and consulting with foreign aeronautical authorities on economic regulatory matters.

The Director issues licenses and temporary authorities for scheduled international services in accordance with bilateral air agreements or special arrangements if specific regulatory requirements are met, and may set terms and conditions on international licenses in the public interest. Upon request from the Minister, the Directorate also selects appropriate airlines to provide transborder services under an exchange of notes with the U.S. Licenses are also issued for non-scheduled international services on the basis of a public interest test, as well as liability insurance and operating certificate requirements. The Directorate also issues charter permits and grants waivers of charter requirements to non-scheduled international licensees.

The Director must ensure that licenses and temporary authorities for scheduled international services comply with bilateral air agreements or special arrangements, as well as, all pertinent legislation, policies and regulations. Also, where a public interest test is required necessitating public notice and subsequent financial and economic assessments and regulatory analysis, the incumbent must ensure a timely, thorough and efficient investigation while adhering to the time restraints imposed by the National Transportation Act, 1987. The Director is also responsible for monitoring and approving airline commercial agreements and the negotiation of agreements on intergovernmental statistical exchanges. He/she also determines and negotiates capacities offered on capacity controlled routes, acting to resolve disagreement and disputes according to procedures set out in the relevant agreements.

The Director is responsible for the development of Agency policy on matters of international air transport and directs studies and programs on a variety of aspects concerning international and bilateral agreements. He/she directs Agency input, primarily from the regulatory perspective, to bilateral air negotiations, as well as in conferences of International Civil Aviation Organization (ICAO), and other international organizations.

The Director represents the Agency at international negotiations, assists in developing Canadian strategy and provides economic or regulatory analysis of foreign proposals and positions, as well as, revised Canadian proposals and positions. The Directorate is responsible for providing the text of articles to be contained in the bilateral agreement, developed after consultations with the airline industry and government departments concerned and taking into account the Directorate's expertise with the application of individual provisions of air agreements.

The Director participates in caucus meetings of senior officials as a member of the negotiation team, provides advice from a statistical, licensing and regulatory point of view, acts as spokesman and liaison officer in the interpretation of charter regulations and assists in developing the Canadian negotiating and fall back positions for recommendation to the Minister and the Secretary of State for External Affairs.

The Director plans and directs Agency participation at conferences of international organizations such as ECAC (European Conference of Civil Aviation) and ICAO (International Civil Aviation Organization), particularly assemblies, special air transport conferences, legal committee meetings, statistics division and other economic meetings. He/she acts as a technical advisor to the Department of External Affairs concerning aid to other countries in the field of civil aviation and conducts correspondence with foreign airline officials and the public to provide information on civil aviation.

The Director organizes and directs interdepartmental activities in the area of facilitation of international air services. The Director makes recommendations to the several interdepartmental committees that deal with civil aviation and its many related aspects.

The Director meets with senior officials of Canadian and foreign governments, Canadian and foreign airlines and organizations, e.g. International Civil Aviation Organization, Air Transport Association of Canada and Air Transport Association of America, to discuss and explain Canadian policy and interpretation of agreement on aviation matters.

DIMENSIONS (Constant Dollars)

Person Years:

| | |
|--------------|-----|
| Agency: | 670 |
| Directorate: | 20 |

Operating Budget:

| | |
|--------------|--------------|
| Agency | \$10,435,732 |
| Directorate: | \$ 287,394 |

SPECIFIC ACCOUNTABILITIES

- 1 Plans and directs the Agency's participation and activities in international air negotiations ensuring the provision of economic and regulatory benefits are reciprocal or better for Canadian airlines.
- 2 Ensures the proper implementation and application of international air agreements and the monitoring of the adequacy of services provided and operations performed by Canadian and foreign airlines.
- 3 Ensures the promotion of adequate and stable international air services while protecting Canadian interests through the timely, thorough and efficient processing of licence, charter permit and related applications and information requests for international licensing.
- 4 Coordinates the Agency's policy on matters of international air transport with other government departments.
- 5 Directs studies and programs on a variety of aspects concerning implementation of Canadian bilateral air agreements to support regulatory functions of the Agency.
- 6 Liaises, consults and provides professional advice to the senior Agency members, on matters of international air transport and international and bilateral agreements.
- 7 Develops and maintains essential and effective working relations with officials of other departments and agencies, provincial, territorial and foreign governments, national and international organizations, foreign and domestic carriers, industry groups and the general public.
- 8 Ensures the achievement of objectives through the effective management and motivation of staff, the effective management of the financial resources and by effectively co-ordinating and overseeing the various programs of the Directorate.

EVALUATION RATIONALE

Director, International Operations

BM: M-5-A

KNOW-HOW

- G Specialized mastery of concepts, theories, techniques and practices pertaining to the operations of international air services and the negotiation of bilateral and multi-lateral air agreements; requiring expert knowledge of the Agency legislative mandate, regulations and organization, and specialist knowledge of the financial, economic and legal implications related to the operations of international air services in order to serve the needs of Canada and protect the Canadian carriers.
- II Manages and coordinates the Agency's activities related to international air negotiations, agreements and international air services.
- 3 Critical human relations skills needed when representing the Agency at international air negotiations.
- 528 Middle number reflects a highly specialized knowledge and coordination. Objectives are closely related.

PROBLEM-SOLVING

- F Thinking under general direction and within limitations imposed by transportation legislation, broad policies and/or objectives, bilateral and multi-lateral agreements, the Director plans, develops and implements the Agency's programs pertaining to the implementation of government policies, objectives and priorities on international air regulatory matters.
- 4 Analytical thinking is required to represent the Agency at international air negotiations; to develop Canadian strategy and to provide economic and regulatory analysis of foreign proposals and positions to ensure that international transportation services respond to the demands of greater competition, yet serve the needs of Canada and protect the Canadian carriers.
- (50) Lower percentage reflects that a substantial degree of guidance is available.

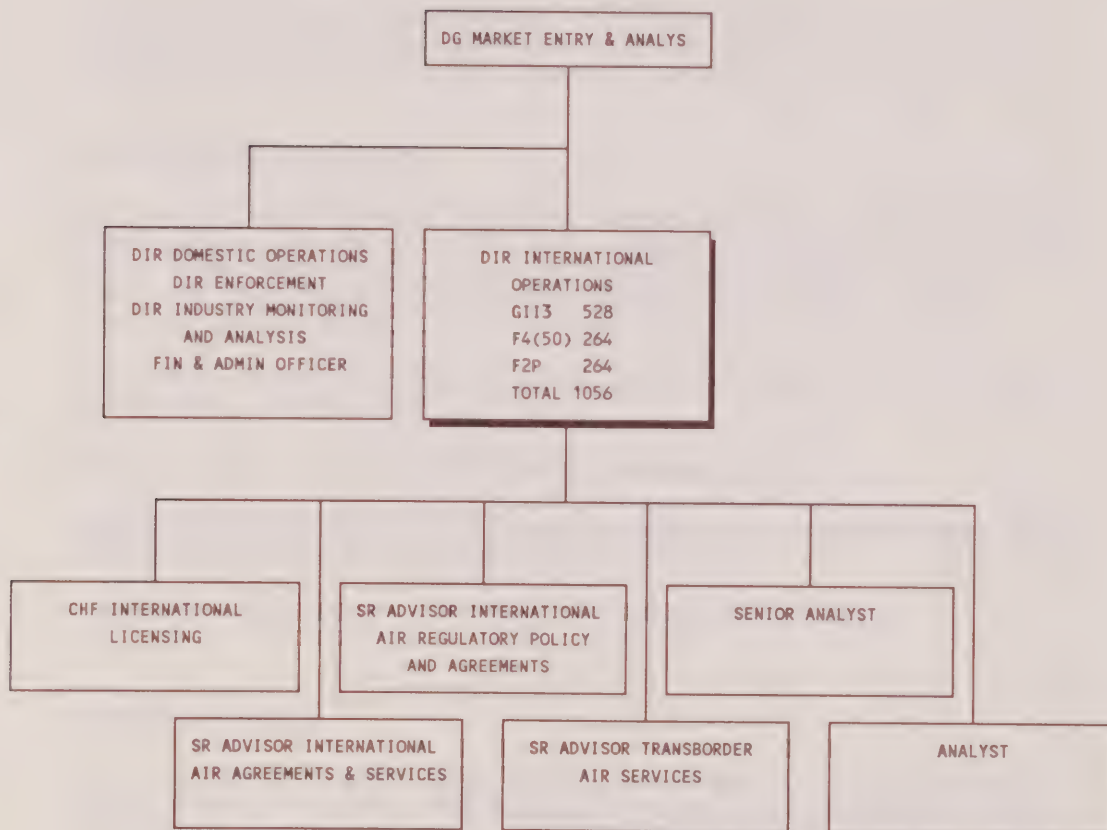
ACCOUNTABILITY

- F Reports to the Director General, Market Entry and Analysis and acts within management directives to promote adequate international air services while protecting the interest of Canada and the interests of the Canadian carriers.
- 2P Primary impact on Directorate as represented by an annual budget of \$287,000 (Constant).
- 264 Lowest number reflects low dollar value and the impact of the position in the negotiation of international commercial agreements.

SUMMARY

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|------|-----|--------|-----|-----|-----|------|---|
| GII3 | 528 | F4(50) | 264 | F2P | 264 | 1056 | 0 |
|------|-----|--------|-----|-----|-----|------|---|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: M-5-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-46-A

POSITION TITLE: International Boundary Commissioner

GENERAL ACCOUNTABILITY

The International Boundary Commissioner is accountable under treaty and statute for the maintenance of a land and water boundary between Canada and the United States, and for provision of advice to the Government of Canada in international boundary matters.

ORGANIZATION STRUCTURE

This is one of twelve positions at the fifth level reporting to the Director-General, Surveys and Mapping Branch. The other eleven are Director, Topographical Survey; Director, Geodetic Survey; Director, Legal Surveys; Director, Geographical Services; Director, Reproduction and Distribution; Adviser, Science and Technology; Consultant; Assistant Director (Plans); Comptroller; External Aid Coordinator; and Chief Administrative Officer.

For policy decisions and the submission of an annual report, the position also reports to the Secretary of State for External Affairs.

Reporting directly to the International Boundary Commissioner are:

Engineer to the Commission (Staff of 7) supervises field surveys, mathematical computations, drafting projects, and the storage and provision of technical data.

Administrative Assistant performs financial, clerical and general office duties.

NATURE AND SCOPE

The Commissioner is required by treaty to be "an expert geographer or surveyor" appointed by Order-in-Council. The position, however, is located within the Canadian public service. The Commissioner meets regularly with his U.S. counterpart to plan, assign, coordinate, supervise and review field surveys and other boundary operations. The incumbent and his U.S. colleague also regulate construction on or near the boundary by joint statutory action. They are jointly responsible under treaty for undertaking periodic inspections of the international boundary and submitting an annual report to the two governments.

The major challenge facing the position is the need to play an equal and effective part as a member of an impartial bilateral treaty organization, while at the same time maintaining Canada's national interest in the territorial integrity of its international boundaries with the United States. The position is accorded by treaty and statute certain unusual extra-territorial powers affecting land ownership on both sides of the border, the exercise of which requires that national sensitivities are not injured and that border incidents do not arise. To meet this

challenge, the incumbent maintains a harmonious relationship with officials and members of the public in both countries and must work with his United States colleagues in a spirit of cooperation and respect.

Another challenge for the position is to be able to act separately and privately from his U.S. counterpart where called upon by the Government of Canada to offer special technical advice on contentious or confidential matters. An example of this dichotomy is the preparation of a confidential study on water boundaries, as part of Canada's position in the maritime boundary negotiations with the United States.

Other specific challenges include: the regulation and control of construction and development near or extending across the boundary, by preventing, restricting or correcting statutory contravention, and receiving and dealing jointly with construction or development applications; a continuing search for cost-effective and environmentally safe methods of controlling the growth of vegetation along the vista; the need to promote public awareness of the work, powers and responsibilities of the International Boundary Commission, by producing and distributing informative literature and addressing professional and lay audiences; and rapid provision of technical data and other information on the international boundary, to surveyors, public officials, authors, historians, geographers and members of the public, by maintaining historical and other records and a computerised data file.

The Commissioners have final authority with respect to their powers under the treaty and statute, and no appeal lies from their joint decisions. Problems relating to jurisdiction, budget and administration, and policy issues are referred to a superior for resolution.

The position requires frequent contact with the Department of External Affairs with respect to policy matters. Periodic liaison is maintained with Customs, R.C.M.P., and equivalent U.S. agencies concerning problems of boundary location and construction. Continuing cooperation exists with the U.S. National Geodetic Survey in such projects as the mathematical readjustment of the boundary surveys. The incumbent is also a member of the study on administrative tribunals.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff Years: 12

Annual Operating Budget: \$180,505

SPECIFIC ACCOUNTABILITIES

- 1 Maintains an effective boundary between Canada and the United States by planning and organizing field and office projects.
- 2 Determines the location of any point of the boundary line necessary in the settlement of questions that may arise, by undertaking field and office investigations and submitting reports.

- 3 Provides technical advice to the Government of Canada concerning international territorial issues, by making special studies and reports.
- 4 Regulates all construction within ten feet from the boundary, by making decisions regarding building applications or correcting building contraventions.
- 5 Submits to the two Governments, at least once in every calendar year, a joint report, describing the field and office projects planned and undertaken.

EVAUATION RATIONALE

International Boundary Commissioner

BM: M-46-A

KNOW-HOW

- F As the International Boundary Commissioner, the position requires a specialized knowledge of survey engineering and legal surveying.
- II Operational coordination of Canadian responsibilities for maintaining a physical boundary which with the United States.
- 3 Critical level of inter-personal skills is required in motivating staff and maintaining a harmonous relationship with U.S. counterpart.
- 460 Highest number reflects near mastery of the principles and theories of survey within a highly technical activity.

PROBLEM-SOLVING

- F Thinking within the confines of the appropriate treaty in determining the parameters of technical studies.
- 4 Adaptive thinking is required as technical or political considerations are sometimes unique.
- (43) Lower percentage indicates that precedents must be adapted to the changing relationship between the two countries.

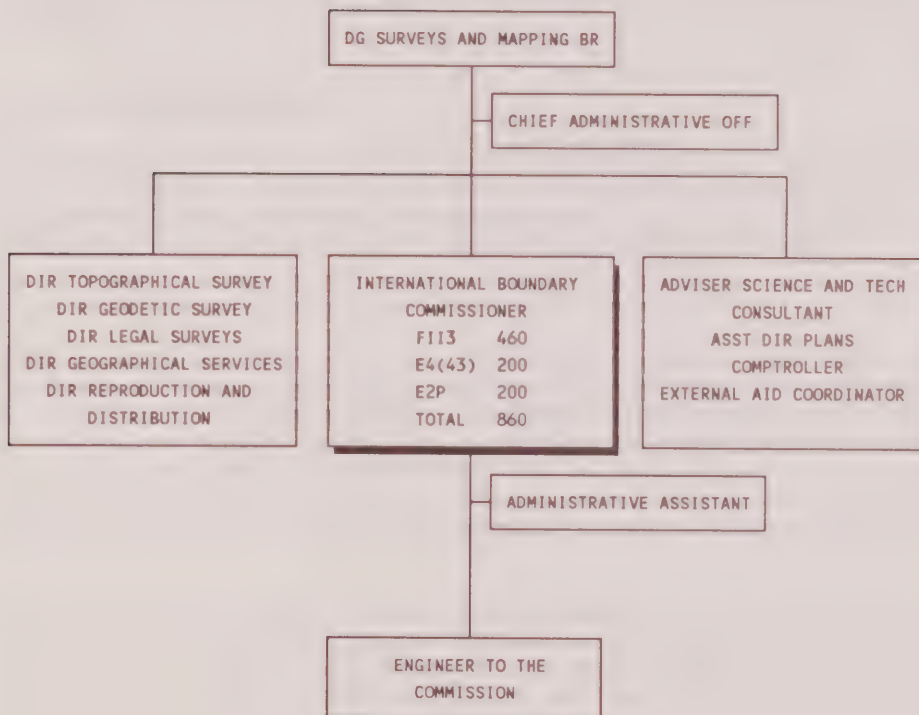
ACCOUNTABILITY

- E Accountable to the Minister through DG Surveys and Mapping in the discharge responsibilities, but restricted by precedent set in agreements with U.S.A.
- 2P Primary impact on operations as represented by an operational budget of \$180,000 (Constant) and a staff of 12 Person-Years.
- 200 Middle number is consistent with the role of position as principal "custodian" of the articles of an international agreement.

SUMMARY

| | | | | | | | |
|------|-----|--------|-----|-----|-----|-----|---|
| FII3 | 460 | F4(43) | 200 | E2P | 200 | 860 | 0 |
|------|-----|--------|-----|-----|-----|-----|---|

GOVERNMENT OF CANADA
 MANAGEMENT CATEGORY BENCHMARK
 NUMBER: M-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: M-46-B

POSITION TITLE: Director, International Cultural Affairs

GENERAL ACCOUNTABILITY

The Director, International Cultural Affairs, is accountable for Canadian participation in bilateral and multilateral cultural relationships with key foreign countries and international organizations.

ORGANIZATION STRUCTURE

This is one of five management positions at the fourth level reporting to the Director General, International Relations. The others are: Director, Bilateral Telecommunications and Development; Director, Multilateral Telecommunications; Director, Trade Policy and Canada/USA Telecommunications; and Special Advisor International Informatics.

Reporting to the director, International Cultural Affairs, are four officers.

Officer: responsible for bilateral relations with European countries of the Economic Community, of Eastern Europe and the USSR: monitoring effectively the domestic cultural policies and activities in these countries and developing counter strategies when new foreign policies may have an impact on the Canadian cultural sector; organizing and implementing ministerial or senior officials' visits to these countries and respectively to Canada; monitoring the activities of multilateral organizations such as the Agence de coopération culturelle et technique (ACCT), and the Council of Europe as they relate to Government policies in cultural affairs.

Officer: responsible for bilateral relations with Commonwealth countries, Ireland and the United States. This includes initiating and following up on general cultural agreements film and video co-production agreements, monitoring domestic cultural policies in these countries and developing international communications strategies when new Canadian cultural policies have an impact in other countries, particularly in the U.S.; multilateral relations in the context of cultural affairs with international organizations such as the Commonwealth Secretariat; providing policy advice to the Cultural Affairs and Broadcasting Sector by preparing reports, interpreting other countries domestic policies which support or influence the cultural sector; promoting Canadian cultural products and service internationally; organizing and implementing ministerial and senior officials' visits to and from these countries.

Officer: responsible for bilateral relations with priority countries in Asia, (particularly China, Japan) and Latin America, and activities within UNESCO relating to Canadian cultural interests; and for arranging visits and missions to and from these countries dealing with cultural affairs.

Officer: responsible for bilateral relations with countries of the Francophone particularly the Maghreb and the Middle East, and for arranging visits and missions to and from these countries dealing with cultural affairs.

NATURE AND SCOPE

The Department has an objective to increase the availability of and access to Canada cultural products and activities.

The International Cultural affairs Division is responsible for planning, developing and implementing a variety of cultural agreements and activities abroad to implement national cultural policies and programs, and promote Canada's cultural interests and objectives, particularly for the cultural industries which include film, video, broadcasting, sound recording and book publishing.

On the bilateral side, the Director develops and implements strategies and activities (agreements, exchanges and training) to foster cooperation with key foreign countries and open opportunities for the provision of Canadian expertise, goods and services in the cultural sector abroad.

The Director represents the department and Canadian cultural agencies at bilateral meetings such as bilateral cultural commissions created by formal cultural agreements or arrangements (memorandum of understanding), which make up the program of cultural activities and exchanges to be undertaken by Canada and other countries. To prepare for these commissions, the Director develops proposals and projects, such as co-production agreements, in consultation with the cultural sector. These proposals are discussed in preparatory meetings with External Affairs and other government departments, cultural agencies and provincial representatives.

The Director negotiates film and television co-production agreements with foreign countries, which lay down formal rules for film and video projects to be co-produced by producers of two or more countries and distributed around the world.

The Director represents Canada at meetings of joint commissions established under film and television co-production agreements, which examine the implementation of these agreements in order to resolve any difficulties and to consider possible amendments with a view to developing film and video co-operation.

The Director ensures that new and existing domestic cultural policies in countries with which it has cultural relationships are closely monitored so that the Department, External Affairs, and the private sector are informed of any developments which might impact on our cultural.

The Director ensures that new and existing Canadian cultural policies are monitored closely to determine opportunities for developing new policy areas which may result in useful bilateral agreements to promote Canadian cultural products and services abroad. The areas of co-publishing, film twinning and dubbing are presently being considered.

The Director ensures that the planning, organizing and implementing of cultural visits are carried out effectively, which includes preparing briefings, speeches, detailed schedules and hospitality functions to contribute successfully to the enhancement of Canada's image and the promotion of its cultural interests.

On the multilateral side, the Director must ensure that the international conventions and regulation protect Canada's existing rights and encourage rather than hinder the promotion of Canadian cultural achievements and the optimal development of Canadian cultural industries.

The Director consults, develops the government's position and personally represents Canada at meetings of international organizations such as the United Nations Education Science and Cultural Organization (UNESCO), the "Agence de coopération culturelle et technique" (ACCT), the Councils of Europe and the Commonwealth. The department, in co-operation with External Affairs, is responsible for ensuring the implementation of international conventions.

The Director leads the Department in developing strategies and recommendations to support the Canadian cultural industries' marketing at international festivals, fairs, markets and exhibitions abroad and in ensuring that the organizing associations and officials abroad effectively provide the most favorable environment, exposure and publicity to the Canadian film, video, sound recordings and publishing producers, distributors and artists during these international commercial manifestations. The role of promoting the international interests of the Canadian government and the Canadian cultural community, including artists, scholars, producers, publishers and technicians, is an important aspect of this function.

Determining the optimal Canadian position at international bilateral and multilateral meetings is accomplished by extensive consultations conducted with professional and technical experts and officials employed elsewhere in the Department, in other federal and provincial departments and cultural agencies and in the private sector. The Director recommends plans and paths critical to complete consultations to the Director General.

DIMENSIONS

Direct:

Number of Subordinate Person-years: 5

Annual operating budget: approximately \$100,000 (constant)

SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements policies and activities to foster cultural co-operation with key foreign countries to increase or create new opportunities and markets for the promotion of Canadian cultural products and services.
- 2 Represents Canada at meetings of bilateral cultural commissions, negotiates and implements bilateral cultural agreements and arrangements; determines new policy areas for potential bilateral agreements; ensures that key developments in cultural policies in other countries (with the U.S. being of particular importance) are taken account of in the formulation of Canadian cultural policies.

- 3 Multilaterally, represents Canada at senior officials' meetings of international organizations; plans the Minister's effective participation in ministerial meetings of these organizations; monitors the policies of these cultural organizations and their possible implications for the Canadian cultural sector; co-ordinates DOC's contribution to Canada's participation in the commonwealth and francophone summits.
- 4 Ensures that Canadian cultural policies and activities adequately represent the interests and the views of the cultural community by consulting with the private sector, federal departments and agencies and provincial governments and agencies.
- 5 Efficiently and effectively manages the human and financial resources assigned to the Division.

EVALUATION RATIONALE

Director, International Cultural Affairs

BM: M-46-B

KNOW-HOW

- F Extensive experience in fostering bilateral and multilateral cultural co-operation in order to create new market opportunities for the promotion of Canadian cultural expertise, goods and services and thorough knowledge of protocol governing visits and missions from foreign countries.
- II Coordinates and manages activities which are similar in objectives: monitoring international cultural policies, and fostering Canadian cultural relationships with other countries and international cultural bodies.
- 3 Critical level to motivate staff and to represent Canada to consult with key foreign officials.
- 460 While objectives are related, there is a requirement to ensure that international conventions and regulations promote Canadian cultural industries.

PROBLEM-SOLVING

- E Thinking within well defined policies and goals in formulating departmental policy and strategies and in negotiating bilateral and multilateral cultural agreements.
- 4 The work requires analytical and evaluative thinking to develop Canadian strategies in response to new situations at bilateral and multilateral negotiations.
- (50) Higher percentage reflects a tendency to a broad defined thinking environment, given the world-wide scope of the activities.

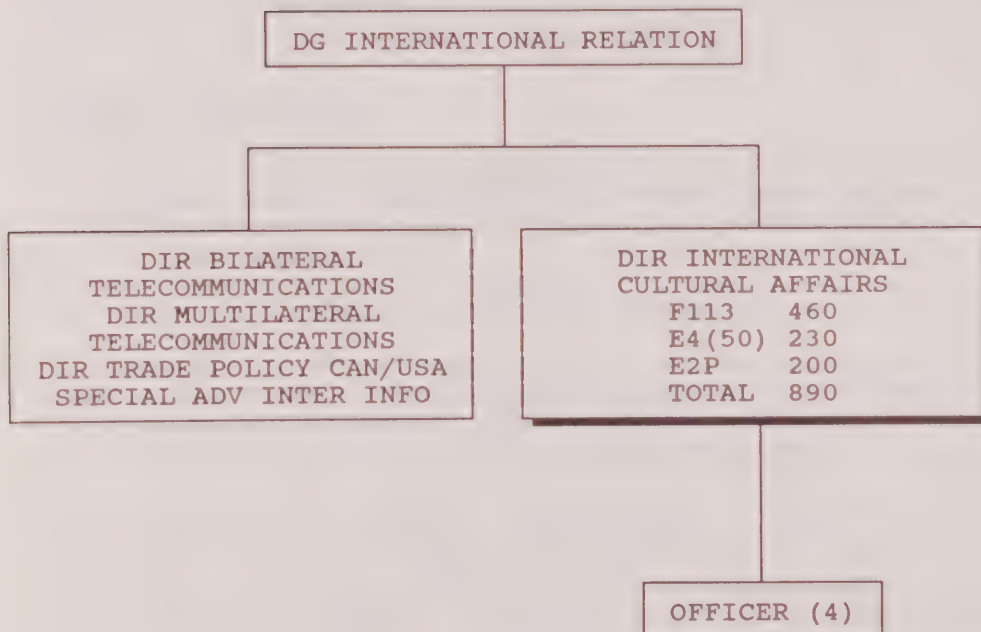
ACCOUNTABILITY

- E Reports to DG, International Relations and receives direction from well defined objectives.
- 2P Primary control over international cultural affairs facilitation as represented by an operating budget of \$100,000 (constant).
- 200 Middle number reflects a noticeable degree of latitude in negotiating international co-productive agreements and reflects size of budget.

SUMMARY

| | | | | | | | |
|------|-----|--------|-----|-----|-----|-----|----|
| FII3 | 460 | E4(50) | 230 | E2P | 200 | 890 | P1 |
|------|-----|--------|-----|-----|-----|-----|----|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: M-46-B



BM: M-46-B

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-10-A

POSITION TITLE: Head of Post

GENERAL ACCOUNTABILITY

Is accountable for the promotion and protection of Canadian interests in the U.S.A. through the management of all federal government programmes in the U.S., by providing information and advice concerning the U.S. to Canadian departments and agencies, and providing advice and assistance to provincial government representatives and to visiting Canadians from the private sector.

ORGANIZATION STRUCTURE

The Ambassador to the United States is appointed by Cabinet and accountable to the Secretary of State for External Affairs, representing abroad the government in general and being responsible severally to the Ministers of the Crown whose departments have programmes in the Ambassador's area of accreditation.

Specific functions of the six positions reporting to the Ambassador are:

Minister (Economic) (Staff of 102) provides advice to the Ambassador on all matters concerning Canada's economic interests in and relations with the United States; directs the work of the Economic Division of the Embassy, which consists of five sections: Commercial and Trade Relations; Energy; General Economics; Tourism; and Supply and Services.

Minister (Political) (Staff of 90) directs the Political Division of the Embassy and is responsible for informing the Canadian Government of political developments and trends in the United States affecting Canadian interests; informing the Canadian Government of U.S. foreign policy developments and positions; and coordinating Embassy activity with respect to defence policy matters, the environment, intelligence liaison, legal matters, Congressional liaison, liaison with Consulates, and the interests of the Canadian provinces.

Defence Attaché (Staff of 25) directs the Defence Liaison Staff in Washington; provides military advice to the Ambassador and to Embassy Divisions in areas of mutual interests; supervises the liaison and information exchange programme with the U.S. defence and military authorities; and administers the Canadian Forces personnel wherever located in the U.S.

Minister (Public Affairs) (Staff of 30) directs the Public Affairs Division of the Embassy and is responsible for the media, academic, information, cultural and publications programmes.

Minister-Counsellor (Administration) (Staff of 49) directs the Administration/Consular; Post Security.

Counsellor (Immigration) is mandated to report directly to the Ambassador, but also works closely with the Minister/Counsellor (Administration) to ensure smooth program delivery.

NATURE AND SCOPE

The U.S. is the single most significant, continuing source of influence on Canada from the outside, whether in the obvious political and economic fields or the equally important, but less tangible, areas of cultural and social developments. The Canadian Ambassador to the U.S. is the Government's chief representative in the U.S. and is a principal adviser on Canada-U.S. relations. As such, he/she must be aware of major developments in the U.S. at whatever level of government in the fields of politics, economics, commerce, energy and environment which might be of importance to the bilateral relationship. The Ambassador must further be able to gauge how these matters could develop, how they might become national or state policies which could affect Canadian interests and what action, if any, the Canadian Government can take to ensure Canada is not adversely affected by them.

Obversely, the Ambassador must be fully knowledgeable of Canadian developments and interests which could have an effect on or be affected by U.S. actions. He/she must explain Canadian policy positions and interests to U.S. authorities and endeavour to have these interests taken into account. A continuing and crucial task of the Ambassador is to project Canada and the Canadian image across the U.S. by extensive travel and participation in Canadian organized events (public affairs programmes, trade exhibits, etc.).

As head of the Embassy with a staff of over 300 persons, the Ambassador manages the post through the C.P.M. (Committee on Post Management) and weekly Executive Committee meetings. The supervision of post programmes along with the need to ensure that administration and personnel policies fully support the effective operation of the Embassy, demand continuing close attention.

On occasion, the Ambassador will personally represent the Canadian Government in negotiations with the U.S. However, his/her direct and personal involvement is more usually in the field of advice on Canada-U.S. relations. He/she is the first line of defence against the formulation of U.S. policies and actions in the executive or legislative branches which might have an adverse impact on Canada. He/she must use his contacts with key officials to keep abreast of developments which might be of interest to Canada and to enable him/her to head off or perhaps lessen any adverse impact which they might have. Sometimes the Ambassador is used as a sounding board for U.S. policies and their acceptability to Canada or other countries. On occasion he/she acts as a liaison between important Canadian and U.S. officials when the informal discussion of matters is more appropriate. The Ambassador must devote considerable effort to increasing the level of awareness of Canada and Canadian concerns among U.S. opinion makers, by exploiting to the fullest the "media" tools available (interviews, speeches, attendance at exhibits, seminars, etc.).

The Ambassador must maintain a wide set of U.S. and Canadian contacts upon which he/she can draw in his efforts to foster relations between the two countries. In Canada, these contacts will include federal and provincial ministers, senior public servants and senior businessmen. In the U.S. it will be Cabinet ministers, the President and Vice-President as necessary, influential members of Congress, and other influential persons who populate the myriad associations and think tanks located in Washington.

DIMENSIONS (Constant Dollars)

| | |
|---|----------------|
| GNP (U.S.) | \$1,072.2 Bil |
| Exports to U.S. | \$57,297.3 Mil |
| Imports from U.S. | \$98,017.8 Mil |
| USA Private Direct Investment in Canada | \$13.5 Bil |
| CDN Private Direct Investment in USA | \$3.8 Bil |

EMBASSY (Constant Dollars)

| | |
|-----------------------------------|-----------|
| Number of Subordinate Staff Years | 302 |
| Operating Budget | \$3.2 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Improves the bilateral relationship by planning and implementing policies which will result in the development of more mutually profitable political, economic, commercial, cultural and environmental relations.
- 2 Contributes to formulation of Canadian policy toward the U.S. by providing to the Canadian Government relevant information and advice on the various matters concerned on a timely basis.
- 3 Seeks to influence U.S. policies and developments which might adversely affect Canadian interests by identifying them early, bringing to the attention of appropriate U.S. officials the various courses of action and by following up with U.S. officials the various courses of action formulated to deal with these matters.
- 4 Increases the awareness of Canada and Canadian interests among influential U.S. officials and opinion-makers through the implementation of a vigorous public affairs/information programme designed to increase the range of contacts available to the Canadian officials.
- 5 Operates the Embassy effectively by ensuring the close coordination of post programmes and the efficient use of resources in order to achieve programme objectives, by consulting with programme managers and utilizing fully the C.P.M. and its Executive Committee.

EVALUATION RATIONALE

Head of Post

BM: N-10-A

KNOW-HOW

- G Broad mastery of full range of Canadian political, economic, social, and cultural interests in and with the United States; broad seasoning in diplomacy and Canadian government activities abroad; **single most important bilateral relationship.**
- IV Conceptual management of the full range of distinct and complex programs of frequently competing interest at a major mission; operational management of 302 employees in various programs.
- 3 Critical level in directing and motivating employees; in representing Canada in foreign environment; in negotiating matters of sensitive nature and crucial consequence with **senior officials of host government.**
- 1056 High number reflects the mastery of bilateral issues required to manage the complex relationship between two countries.

PROBLEM-SOLVING

- G Thinking within generally defined parameters in interacting with host government officials and in pursuing/advancing specific Canadian interests in and with the United States; participates fully in the development of federal government positions on the entire range of complex issues affecting Canada U.S. relations; deals with both the Administration and with Congress.
- 4 Adaptive thinking challenges requiring heavy emphasis on analysis, interpretation and **evaluation of events and trends in dynamic relationships between two countries**, constructive, imaginative and innovative thinking required in successful adaptation of programs carried out in territory.
- 66 High percentage reflects tendency towards the uncharted in the resolution of issues involving the national policies of the two countries.

ACCOUNTABILITY

- G Reporting to SSEA and various deputies with departmental interests at post is subject to general guidance in overall conduct of Canadian affairs in the United States; key player in **Canada's single most important bilateral relationship.**
- 71 Indirect impact on relationship with the United States of which Canadian export trade component alone is more than \$57 Bil (Constant) annually and U.S. investment in Canada exceeds \$13 Bil (Constant) without taking account of immigration, general relations and other program activities at post.
- 800 Middle number reflecting nature of impact on overall relationship.

SUMMARY

GIV3 1056

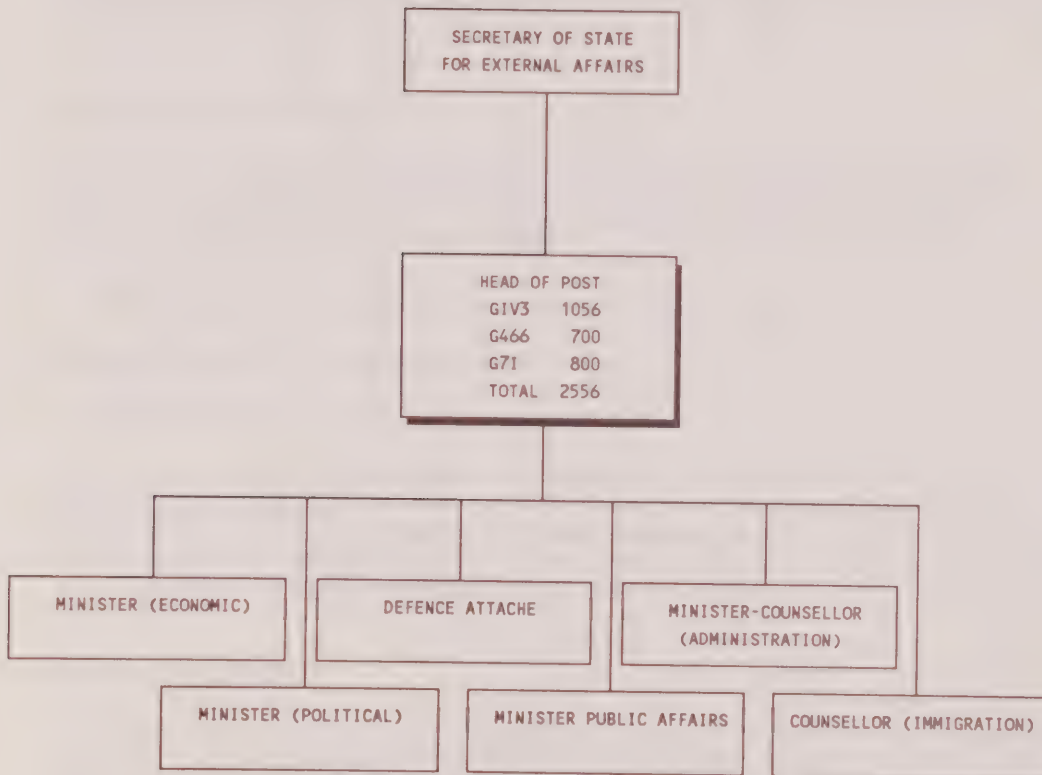
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A1

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-10-A



BM: N-10-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-9-A

POSITION TITLE: Assistant Deputy Minister, Africa and Middle East

GENERAL ACCOUNTABILITY

Is responsible for the application of all departmental policies and programs in the 64 states of Africa and the Middle East.

ORGANIZATION STRUCTURE

The position is one of five geographic Assistant Deputy Ministers reporting to the Under-Secretary through the Deputy Ministers of Political Affairs and Trade and International Economic Relations. The others are: ADM Asia and Pacific; ADM Latin America and Caribbean; ADM Europe; ADM United States.

Specific functions of the two positions reporting to the position are:

Director General of the Africa Bureau (staff of 30)

Director General of the Middle East Bureau (staff of 20)

The foregoing bureaus are responsible for the conduct of political, economic, immigration, public affairs, cultural affairs, tourism and trade relations; and the provision of readily identifiable focal points for the business community on country specific issues relating to export promotion, and focal points for parliamentarians, provincial authorities, academics, the media and the public on all country and region-specific issues in the area.

NATURE AND SCOPE

The Department is charged with the responsibility to provide other departments and agencies with coherent policy guidance covering the full range of Canada's international relations. It is expected to ensure that the international dimensions of all government programs are integrated, and consistent with the government's policies and priorities at home and abroad.

The importance of Canada to the African and Middle East region arises from a number of factors. It is an area in which the two superpowers confront each other on a number of fronts and seek, through arms and diplomacy, to defend or expand their areas of influence. Regional conflicts therefore carry serious risk of provoking a major confrontation between them, threatening world peace and security. In addition, security of oil supplies necessary for Western (including Canadian) economic growth depends upon a certain level of political stability in the region. The Canadian Government must therefore be fully and accurately informed about major regional conflicts (e.g. Arab-Israeli; Iran-Iraq) in order, whenever possible, to influence events

(directly or indirectly) in a way which serves vital Canadian security and economic interests and to respond to the concerns of various Canadian communities having a particular interest in the region. A series of major Canadian peacekeeping efforts in the region is a further manifestation of Canadian interest and involvement.

In Africa, a number of middle-income countries are achieving growing economic maturity and becoming increasingly attractive markets for Canadian exports (notably in the fields of transport and telecommunications). Effective exploitation of the full potential of these markets requires careful co-ordination of CIDA, Export Development Corporation and private trade and investment activities within the context of a favorable political relationship. Direct Canadian involvement, at the Ministerial level, in the Namibian negotiations and the Canadian national unity aspect of our relations with francophone African countries gives special significance to the political dimension of Canada's relations with the region.

Against this background the Assistant Deputy Minister is responsible for the management and coordination of the full range of Canadian relations with his region. He is directly responsible for the development and delivery of relevant and timely programs including trade development, export promotion and tourism promotion programs; political, economic and trade relationship management, immigration programs, cultural and academic relations, and information and public affairs programs. He is also responsible for: post management; country planning input, coordination and chairmanship for the posts in his region; financial and resource management of the branch; as a member of the executive committee of the department, for contribution to and participation in the setting of policy and in the management of the Department as a whole, including policy determination both departmentally and for the department within the envelope and sector, resource and personnel policy and management in the department, and program delivery policy and implementation for the department's own programs, and for the programs abroad of other government departments.

The most important function of the position is to translate the broad policy objective of broadening and deepening relations with the countries of the area into concerted policies, specific plans of action and aggressive implementation. This required a thorough grasp of the historical and current affairs of the area and of the broad range of relevant government policy approaches and policy instruments. Because of the diverse history and makeup of the countries in the area, approaches designed to achieve Canadian objectives in one country will not necessarily apply in another and one must be constantly alert and aware to ensure that general policies are modified as necessary to be applied effectively in each specific instance or area. Attention must also be paid to the diversity of Canadian interests, e.g., exporters versus importers, federal versus provincial, as well as the interest of various groups of concerned Canadians in respect of human rights, etc.

The exercise of those responsibilities requires the incumbent to provide policy advice to Ministers and Deputy Ministers of his/her own and other departments, and to maintain and develop a wide range of contacts with senior officials in other departments, business executives, provincial authorities, the media, parliamentarians and the public, and business and academic institutions. He/she deals on a daily basis with the Ambassadors and High Commissioners of foreign countries in Ottawa, and regularly with visiting Cabinet Ministers and senior officials of those countries. He/she must also make public speeches, represent the Department or indeed the Government in seminars and international meetings, and hold meetings abroad with Ministers or Deputy Ministers of foreign countries, as the spokesman or negotiator for Canada.

DIMENSIONS (Constant Dollars)

Number of staff:

| | |
|--------------|-----|
| Headquarters | 52 |
| Abroad | 964 |

Total area budget:

| | |
|---|-----------|
| Branch plus posts, not including Canadian staff salaries | \$2.3 Mil |
|---|-----------|

Merchandise trade (approximate):

| | |
|---------|-----------|
| Exports | \$879 Mil |
| Imports | \$469 Mil |

| | |
|--|-----------|
| Canadian investments in region (approximate): | \$175 Mil |
|--|-----------|

| | |
|--|-----------|
| Canadian Bilateral Aid Program in region: | \$110 Mil |
|--|-----------|

| | |
|---|-----------|
| Canadian commitments to the African Development Bank and Fund: | \$103 Mil |
|---|-----------|

SPECIFIC ACCOUNTABILITIES

- 1 Develops policies for the promotion and protection of Canada's interests in Africa and the Middle East and provide advice to Deputy Ministers and Ministers on Canadian objectives and programs in the region.
- 2 Manages Canadian trade, political, economic, aid, immigration and cultural relations with the region and make recommendations to Ministers on initiatives in all of these areas.
- 3 Supervises operations of Canadian posts in the area by ensuring the provision of appropriate guidance, co-ordinating the provision of resources, advising and monitoring performance of Heads of Post and writing their appraisals, and arranging Headquarters visits to the posts as appropriate and required.
- 4 Ensures that Canadian objectives in all fields are actively pursued and that supportive information and administrative programs are developed and implemented in a timely manner.

- 5 Ensures that posts abroad and the branch at headquarters are effectively and efficiently managed.
- 6 Ensures liaison and coordination between the Branch and functional branches of the Department.

EVALUATION RATIONALE

Assistant Deputy Minister, Africa and Middle East

BM: N-9-A

KNOW-HOW

- G Broad mastery of Canadian foreign and domestic policies and priorities; seasoned mastery of international affairs particularly trade, economic, political, immigration and public affairs.
- IV Coordination at the policy level of all departmental policies and programs related to Canadian relations with Africa and Middle East.
- 3 Critical level in directing staff and in advising senior personnel in government departments, business, media and ambassadors and High Commissioners in Ottawa.
- 920 Reflects the management expertise required to ensure that there is coordination and integration at the policy level not only within the Department but with other government departments and with the provinces.

PROBLEM-SOLVING

- G Thinking with general policies, principles and goals under guidance from two Deputy Ministers and the USSEA in contributing to, and managing departmental policies with respect to Canada's relations with Africa and Middle East.
- 4 Constructive thinking arises from ensuring that the sectoral policy objectives of other government departments are related to the Government's foreign policy, and in the translation of broad policy objectives into specific plans of action.
- 66 Higher percentage reflects the requirement to develop policy positions in a fluid context.

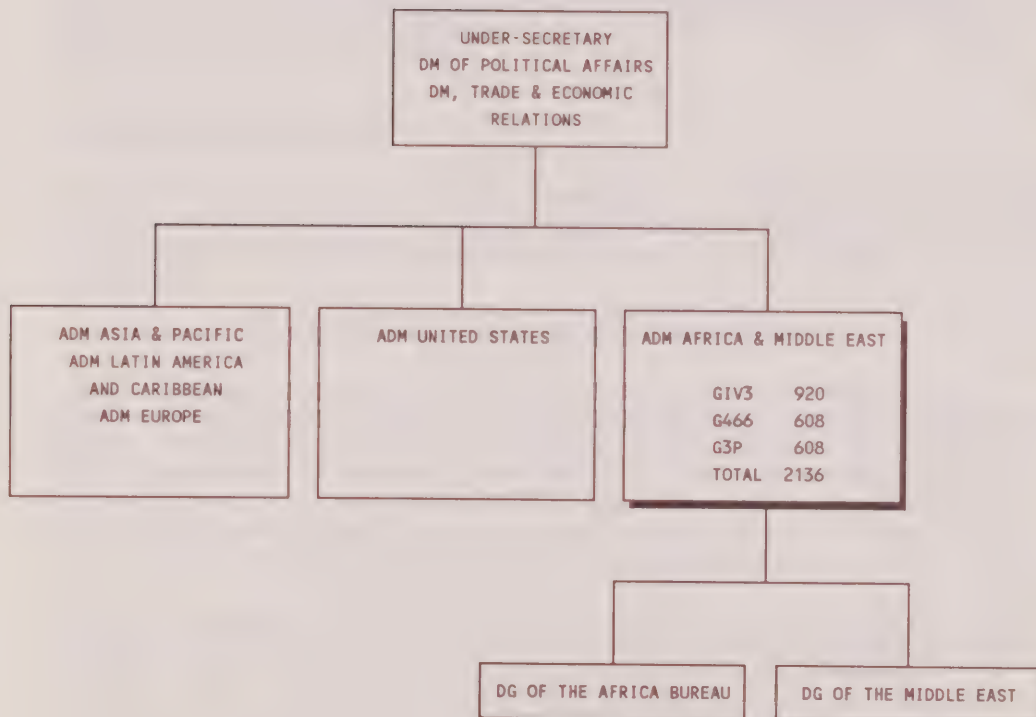
ACCOUNTABILITY

- G Subject to broad guidance from two Deputy Ministers and the USSEA, manages the full range of Canadian relations with Africa and the Middle East - which includes trade development, export promotion, political, immigration and cultural relations.
- 3P Primary impact on departmental activities in geographical area as represented by an operating budget of \$2.3 Mil (Constant).
- 608 Middle number reflects degree of impact the management of the Branch has on Canada's relations with the entire region.

SUMMARY

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| GIV 920 | G4(66) 608 | G3P 608 | 2136 | 0 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-9-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-8-A

POSITION TITLE: Vice President, Francophone Africa

GENERAL ACCOUNTABILITY

Is accountable for planning and programming Canada's aid program directed to recipient countries in francophone Africa and for planning, implementation and review of Canada's bilateral assistance program in these countries. The Vice President represents the Agency interdepartmentally and internationally.

ORGANIZATION STRUCTURE

This is one of 10 positions at the second level reporting to the President/Senior Vice President. The others are the Vice Presidents of Commonwealth Africa; Asia; America; Policy; Resources; Special Programs; Multilateral Programs; Comptroller; and the Director General, Personnel and Administration.

Reporting to the Vice President, Francophone Africa Area Branch, are:

Four Country Program Directors (staff of 55) are accountable for the development and recommendation of country aid programs in one or more recipient countries; for ensuring these programs relate to Canadian interests and imperatives; for determining the most effective aid delivery channels and mechanisms and relative funding levels in order to achieve a maximum impact in the country(ies); for managing the bilateral component of the aid program; for monitoring the implementation of program components flowing through other channels and recommending adjustments to programs to meet changing circumstances.

Director, Programming and Systems (staff of 4) are accountable for co-ordinating the program planning cycle within the Branch; recommending funding allocations and cost ceilings between and among recipient countries in Francophone Africa; recommending reallocations of commitment authority and cash ceilings; providing advice on the acceptability of projects recommended for approval; developing processes and procedures unique to the Branch; participating in the development of systems and procedures for application across all four Area Branches and undertaking corporate level program evaluations.

NATURE AND SCOPE

The mandate of the Department is to aid people in other countries to achieve self-sustainable economic and social development, and to provide humanitarian assistance.

The principal objective of the Francophone Africa area branch is the planning, development and implementation of bilateral development programs directed to some 10 countries of concentration, and 19 other countries, and the integration of Canadian development activities to these countries flowing through all channels, including those under the aegis of other branches.

Bilateral aid programs are planned centrally on the basis of ongoing consultation with the recipient countries in francophone Africa and with other donor countries and multilateral institutions. They are planned on a country by country basis and planning activities must be managed within the context of Canadian foreign and trade policies vis-a-vis each recipient. The program is implemented in the form of projects throughout the region under contract with contractors, consultants and individual co-operantes. There are approximately 280 projects ongoing of varying dollar value, duration and at various stages of implementation in the 29 recipient countries.

The process required to deliver the program is complex in that it involves the assessment of economic, political, technical and social factors including the identification of sectors of concentration; the assessment of technical and micro-economic factors in the identification and development of projects which involves the use of consultants at various phases and the application of project management and financial management skills in the implementation of projects. The Vice President is accountable for managing this process through his country program directors.

The management of the program is made even more complex given the frequency with which planned programs are disrupted by changing political and international priorities or natural disasters.

The difficulty in reacting to such events is exacerbated by the fact that country programs are developed over a five year cycle and many projects have a duration of five to seven years. The structural aspects of the program are therefore resistant to rapid change, but the program must nevertheless be changed regularly because of the factors indicated above. Thus varying and unpredictable national and international economic, social and political factors and operational difficulties impact regularly on the program, requiring the Vice President to initiate frequent reviews of policies, revisions of allocations and negotiations with recipient governments, international financial institutions other government departments and businesses to defend reasons for policy changes and to implement operational adjustments.

The integration of all Canadian aid programs at the recipient country level is directed by the Vice President through the country program directors, who obtain input from specialist branches in the formulation of country programs. An assessment is made of the potential impact of such mechanisms as the industrial co-operation program, non-governmental organization program or institutional co-operation program on the country's needs and the most productive channels, including bilateral project assistance are selected. The Vice President is also accountable for ensuring that the country program directors are conversant with all Canadian aid activities in their respective recipient countries.

The Vice President meets regularly with officials of the Departments of External Affairs and of Regional Industrial Expansion to discuss and negotiate program policies and directions. He/She also meets regularly with officials of recipient countries to discuss policies and programs and to resolve areas of conflicting objectives. The Vice President from time to time will be required to appear before parliamentary committees and sub-committees. The Vice President is a member of the Agency's President's Committee and a member of a variety of interdepartmental committees.

DIMENSIONS (Constant Dollars)

| | |
|--|---------------|
| Program budget (annual) | \$64.6 Mil |
| Administration budget (salaries included) | \$974,729 Mil |
| Subordinate Staff | 62 Mil |
| Departmental person-year | 1146 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Develops policies and programs for Canadian development assistance activities in francophone Africa and manages the planning and implementation of the bilateral assistance program.
- 2 Assists in the formulation of Agency policies through participation on the Agency's President's Committee, the project review committee and the audit and evaluation committee and by developing or participating in the development of bilateral program policies.
- 3 Represents the Agency and/or Canada at the most senior levels interdepartmentally, domestically and internationally.
- 4 Manages the francophone Africa area branch with efficiency and effectiveness.

EVALUATION RATIONALE

Vice-President, Francophone Africa

BM: N-8-A

KNOW-HOW

- G Broad mastery of foreign policy objectives and Agency goals respecting recipient countries in francophone Africa; broad mastery of development mechanisms and delivery processes; broad knowledge of the political, social and economic situation prevalent in recipient countries.
- IV Conceptual interpretation required to resolve competing demands for funds between and among recipient countries within a restricted area branch indicative planning figure; conceptual management required to ensure the development of effective aid programs using a variety of mechanisms; operational coordination of activities through five line divisions competing for administrative and program funds.
- 3 Critical level required in dealings with officials of recipient countries.
- 800 Lower number reflects the focus of the position on a particular area of the Agency's activities.

PROBLEM-SOLVING

- G Thinking is within the overall government and Agency policies concerning development, in directing the development of recommendations for funding levels on a country basis and the identification of aid mechanisms vis-a-vis 29 recipient countries in francophone Africa.
- 4 Adaptive thinking required to respond to frequent major events affecting the aid program in francophone Africa, such as the requirement to drastically curtail or build up a program in a country or to respond to a major natural disaster; adaptive thinking required to reconcile aid objectives with the objectives of other government departments, notably External Affairs and Regional Industrial Expansion.
- 57 Lower percentage reflects the requirement to develop proposals within an approved framework.

ACCOUNTABILITY

- G Reports to the President/Senior Vice-President is accountable for planning and implementing the Bilateral component of Canada's aid program in francophone Africa and programming on a country by country basis special programs branch components; subject to policies designed to develop a degree of uniformity between the among the four area branches.
- 4P Primary impact on bilateral aid program to francophone Africa as represented by a budget of \$64.6 Mil (Constant) annually.
- 700 Lower number reflects a noticeable degree of impact on decisions concerning projects in client countries. While dollar values are high, there are other impacts on program decisions, so the primary leans toward contributory.

SUMMARY

GIV3 800

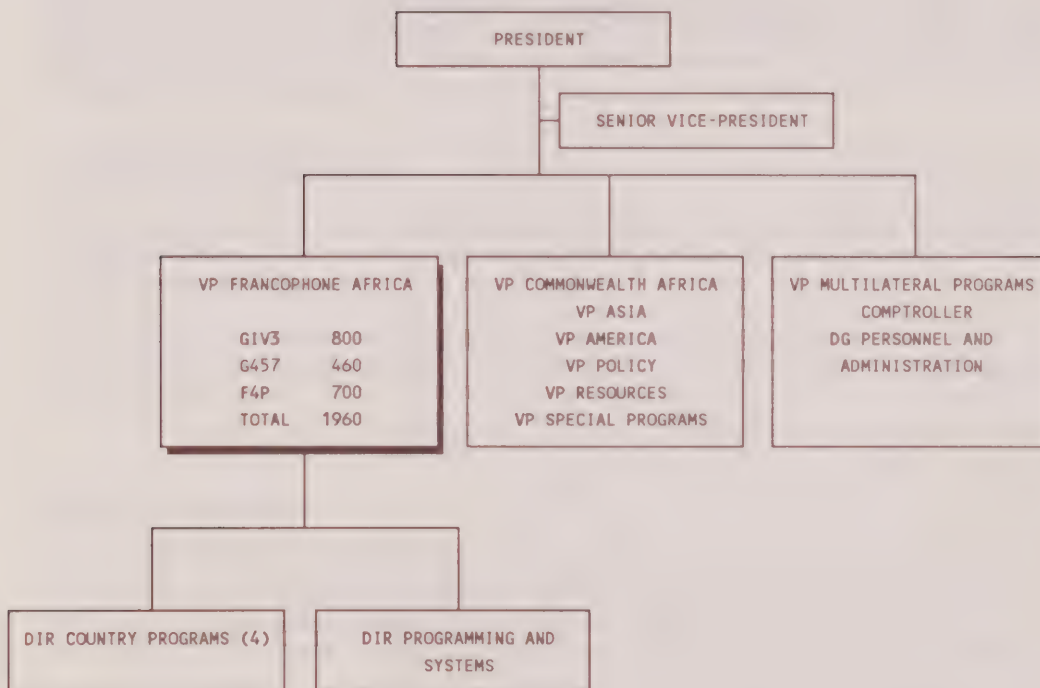
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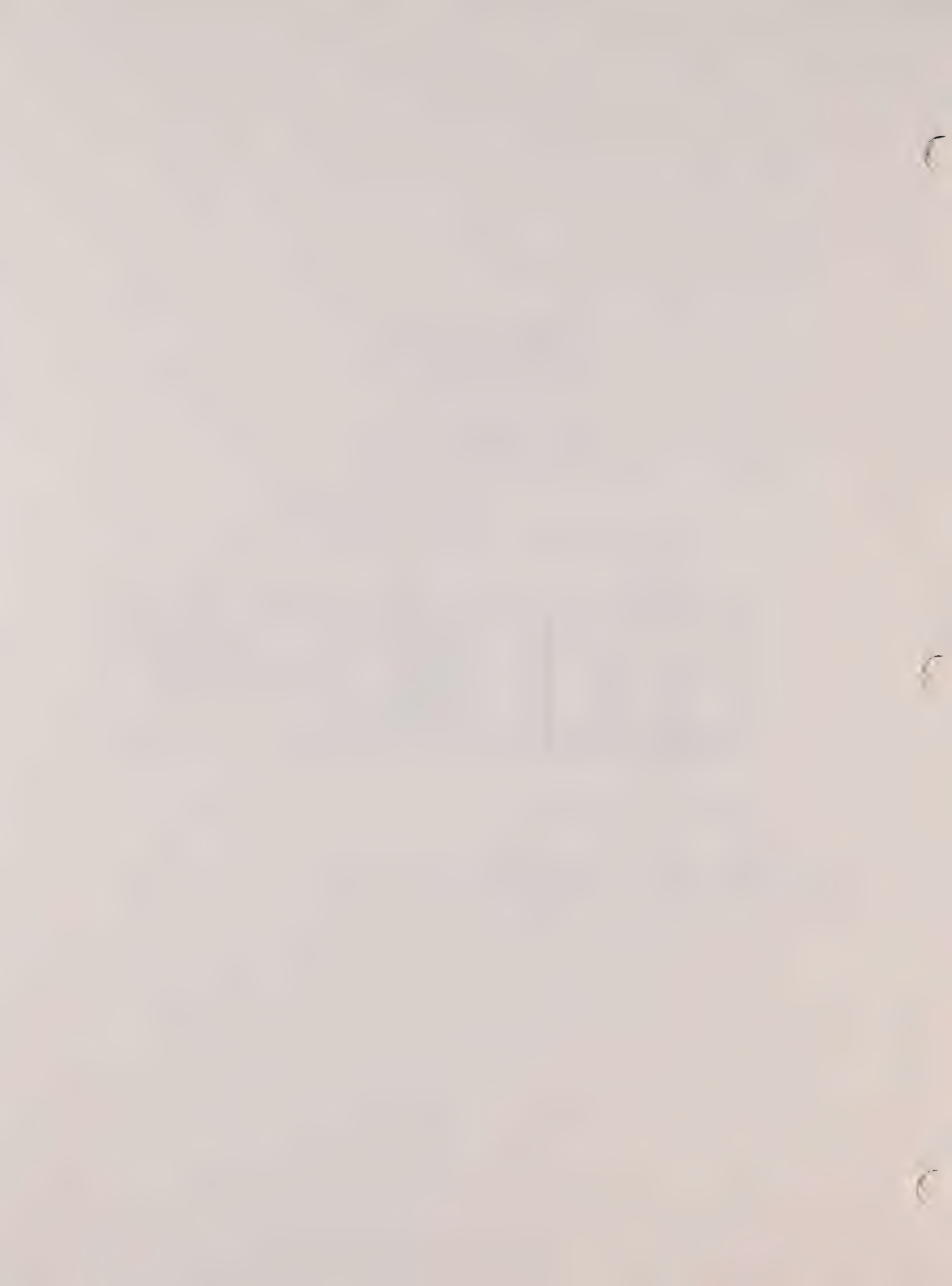
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A3

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-8-A





GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-7-A

POSITION TITLE: Head of Post/Ambassador

GENERAL ACCOUNTABILITY

Is accountable for the protection and promotion of all Canadian interests in and with Finland through the management of all Canadian federal government programs in Finland, and the provision of information, advice and assistance to departments in Ottawa, to provincial government representatives, to visiting Canadian individuals and organizations from the private sector and, on request, to Finnish officials, organizations, businessmen and other individuals with interests in Canadian matters.

ORGANIZATION STRUCTURE

This is one of some 115 Heads of Post appointed by Cabinet and accountable to the Secretary of State for External Affairs and to the relevant deputy ministers for all departments' activities in their area of jurisdiction.

One resident officer reports to the Ambassador, the Commercial Counsellor/Trade Commissioner and Consul, responsible for commercial and trade relations, and for management of embassy functions.

NATURE AND SCOPE

The Canadian Embassy in Helsinki acts as a focal point for Canadian relations with Finland, one of the smallest (in terms of population) of all countries of Europe but one which has 'preserved its independence (despite its proximity and strategic interest to the USSR) strengthened its democratic institutions and developed a highly industrialized market economy.

Bilaterally our relations are low-keyed but very good. They are based on widely shared social-political concepts; a community of interests as advanced industrialized market economy Western democracies, similar geography and climatic conditions; a common interest in Arctic development; a shared interest in sports (especially ice hockey) and growing two-way trade.

As the representative of Canadian interests in Finland, the Ambassador explains Canadian positions on matters of bilateral or multilateral concern to ministers and officials of the Finnish Government and seeks to influence Finnish positions in our favour. The position informs the Canadian government of important developments in Finland and of the Finnish government's position on questions of mutual interest, and offers advice on policies Canada should adopt in relations with Finland.

Provincial governments, Canadian companies and other private organizations and individuals are also advised and assisted. The Ambassador, through speeches, sponsoring of prestige film showings, opening tourist, cultural and other exhibits, public appearances and official hospitality plays an important role in explaining Canada to opinion-formers in Finland and in encouraging closer economic and cultural relations between the two countries. The Ambassador is chairman of the committee on post management, oversees all post programs and deals with personnel and administration questions referred by staff, in consultation with headquarters departments, as necessary.

A significant part of the Ambassador's activity is devoted to encouraging more direct contacts between Canadians and Finns in all fields, with a special emphasis on potential for trade. Apart from activities directed toward the Finnish government and private organizations and individuals, the Ambassador works to make Canadians aware of opportunities and challenges in Finland, and meets with visiting Canadians, federal and provincial officials and businessmen. An important challenge for the Ambassador is to develop a greater realization in Finland of Canadian capabilities as an exporter of high quality manufactured goods and capital plant.

In the economic sphere Finland is a country uniquely positioned within the East-West context. It has association status in the European Free Trade Area (EFTA) and the European Economic Community (EEC), a special arrangement with the Soviet Union under the Treaty for Friendship Cooperation and Mutual Aid and with the Comecon countries.

The Ambassador observes and reports on the economic relationships between Finland and the Eastern Bloc countries and important developments in respect to trade, energy, environment and technology.

Finland constitutes not only an important actual and potential customer for Canadian goods but, through many shared social, economic and political objectives, and its active participation in international organizations where we often have common goals, it can be an effective partner in pursuing mutual interests. It is particularly important in this context as a Western democratic but neutral state. It is the role of the Ambassador to be familiar with Canadian and Finnish interests in those international organizations to which each belongs, and to know those Finnish officials concerned with policy making in their respective fields of competence and thus to be able to ensure the promotion of Canadian interests to the extent possible and mutual cooperation with Finland where that is relevant.

The Ambassador is expected to propose changes in policy to headquarters bureaus and to recommend and initiate important bilateral exchanges such as ministerial visits and trade missions. In consultation with staff the Ambassador establishes objectives and plans for post programs and requests the allocation of the resources required. Once the level of resources is determined, the Ambassador is responsible for the effective distribution and utilization of resources to ensure that programs are carried out in accordance with established priorities and meet the objectives set for them.

The Ambassador must develop and maintain a wide range of senior Canadian and Finnish contacts to effectively build a strong relationship between the two countries. In Canada, these contacts will include federal and provincial ministers, senior public servants and top-level businessmen. In Finland, where decision making is concentrated at a high level, it is essential that the Ambassador have easy access to ministers and, on occasion, the President.

DIMENSIONS (Constant Dollars)

FINLAND

| | |
|----------------------|----------------|
| Exports to Canada: | \$44.9 million |
| Imports from Canada: | \$44.9 million |

EMBASSY (General)

| | |
|--------------------------|----|
| Subordinate Staff Years: | 21 |
|--------------------------|----|

| | |
|-------------------|-----------|
| Operating Budget: | \$173,841 |
|-------------------|-----------|

SPECIFIC ACCOUNTABILITIES

- 1 Develops bilateral relations between Canada and Finland by planning and controlling activities to encourage closer political, economic, commercial and cultural cooperation.
- 2 Contributes to the formulation of Canadian policy toward Finland through the provision of timely and relevant information and advice to the Canadian government.
- 3 Influences the formulation of Finnish policy in directions favorable to Canada by meeting, informing and persuading Finnish ministers, senior officials, media representatives and persons in private sector.
- 4 Contributes to economic development in Canada by promoting Canadian trade and industrial activities through a variety of means.
- 5 Protects the interests and rights of Canadian travellers by providing efficient and effective consular services.
- 6 Facilitates the entry of Finns into Canada for temporary or permanent residence through the effective application of Canadian immigration policy and procedures.
- 7 Develops and implements a public affairs program to improve knowledge of Canada and an appreciation of Canadian cultural achievements.
- 8 Operates the Embassy effectively and efficiently.

EVALUATION RATIONALE

Head of Post/Ambassador

BM: N-7-A

KNOW-HOW

- G Broad mastery of full range of Canadian political, economic, social, and cultural interests in and with Finland; thorough knowledge of political, economic and social environment in Finland, particularly as it may affect Canadian interests; broad seasoning in diplomacy and Canadian government activities abroad.
- III Conceptual management of a range of district programs of frequently competing interest.
- 3 Critical level in directing and motivating employees; in representing Canada in foreign environment; in negotiating matters of sensitive nature and importance with senior officials of host government.
- 700 Middle number reflects the management of bilateral relationships between the two countries.

PROBLEM-SOLVING

- F Thinking within broadly defined parameters in interacting with host government officials and in pursuing/advancing specific Canadian interests in and with Finland; although instructions from HQ are common, frequently there is limited guidance on how to handle local environment; normally little guidance in dealing with novel situations.
- 4 Analysis, interpretation and evaluation of events and trends in the relationship between Canada and Finland is required; constructive thinking is required in successful adoption of programs carried out in territory.
- (50) Lower percentage reflects the situation where most situations that arise fall within established precedents.

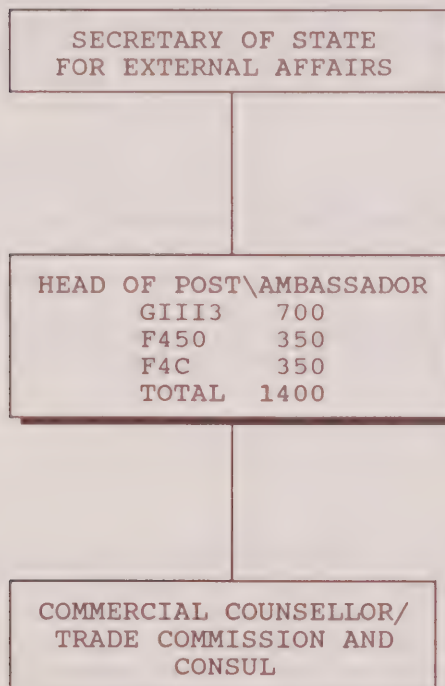
ACCOUNTABILITY

- F Reporting to SSEA and various deputies with departmental interests at post, is subject to general guidance in overall conduct of Canadian affairs in Finland.
- 4C Contributory impact on bilateral relationship with Finland of which trade component is over \$89 Mil. (Constant).
- 350 High number reflects the high degree of latitude that the position has to manage all aspects of bilateral relations within the functional direction provided from HQ.

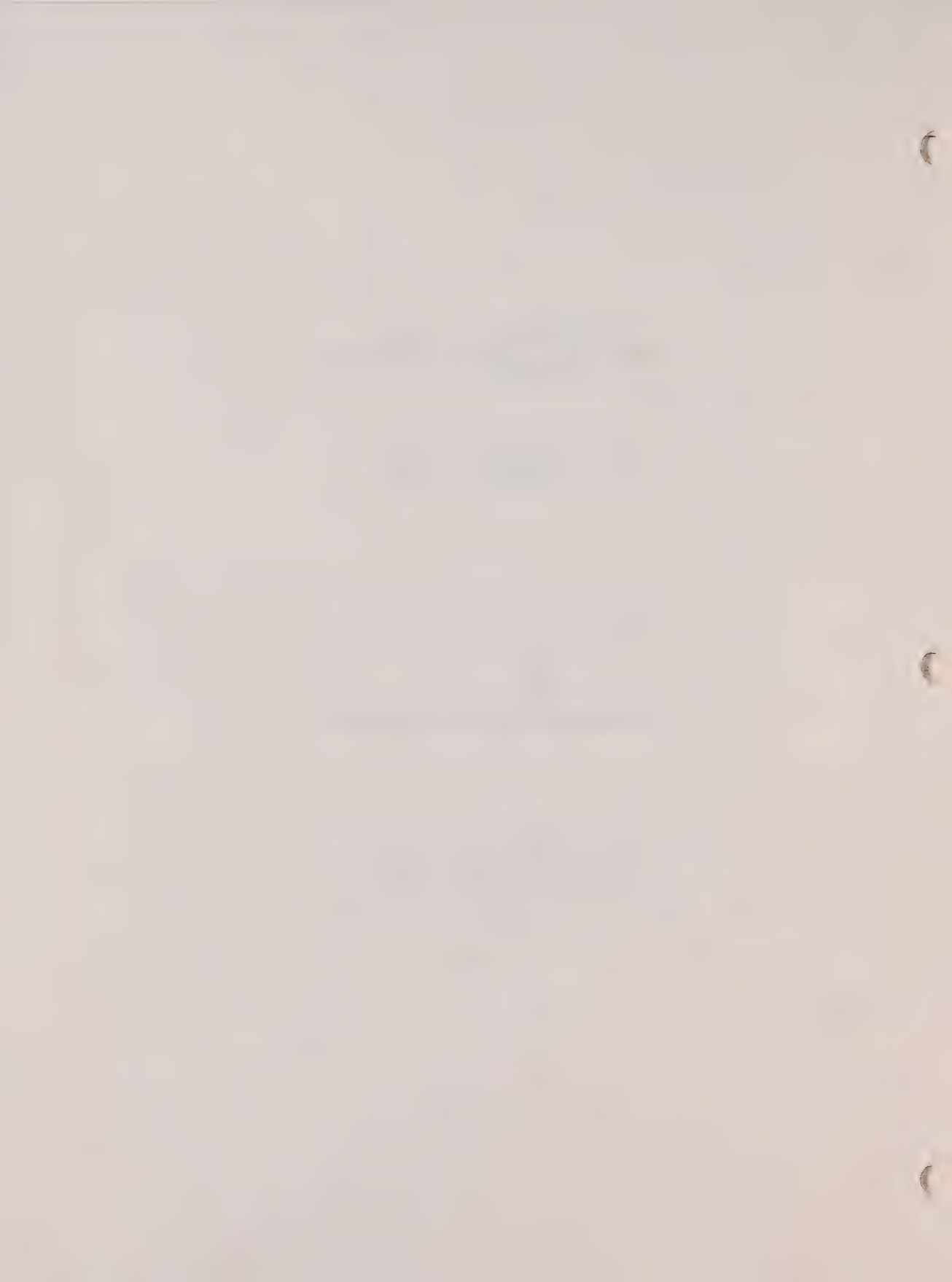
SUMMARY

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| GIH3 | 700 | F4(50) | 350 | F4C | 350 | 1400 | 0 |
|------|-----|--------|-----|-----|-----|------|---|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-7-A



BM: N-7-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-6-A

POSITION TITLE: Consul and Senior Trade Commissioner

GENERAL ACCOUNTABILITY

The Consul and Senior Trade Commissioner is accountable for program development and effective operation of the commercial section of the Canadian consulate in New England in its efforts to promote the export sale of Canadian products and services, attract appropriate industrial development and other investment into Canada, to protect Canadian economic and commercial interests, and provide policy recommendations, support and guidance to federal and provincial government agencies.

ORGANIZATION STRUCTURE

The position is the senior one of five reporting to the Consul General, the other four are managers of: General and Academic Relations, Employment and Immigration, Tourism, and Consular and Administration.

The Consul and Senior Trade Commissioner has ten positions reporting directly: three Canada based Trade Commissioners and three locally engaged Commercial Officers. The section has four support staff.

NATURE AND SCOPE

The Consulate General in Boston covers the New England states of Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. The Commercial Division is also responsible for high technology and defense related exports to Connecticut and for trade relations with St. Pierre and Miquelon. There has been a tradition of particularly close ties with the four Atlantic provinces because the Boston market accounts for more than 50% of Atlantic Canada's total exports to the USA. Other factors which enhance the importance of trade ties between Canada and New England include: Canadian exports to the five state market area of \$1.3 Bil (Constant).

In this context, the Consul and Senior Trade Commissioner's prime responsibility is coordinating, planning and implementing a largely self-initiated trade development program to be carried out by himself and his colleagues in the commercial division of the Consulate General in consultation with the Head of Post, the United States Trade Development Bureau in the Department of External Affairs and the industry sector branches in the Department of Regional and Industrial Expansion. Based on well identified marketing opportunities for Canadian exporters, the trade promotion program typically involves a number of elements, among them (a) participation by Canadian firms under Canadian government auspices in 3 to 5 national trade shows annually, (b) encouragement of individual Canadian firms to participate in other specialized trade fairs, of which there are more than 15 significant ones per year,

(c) detailed market studies in specific sectors, done both by outside firms and by the commercial section, to stimulate interest by new Canadian exporters and, (d) seminars in the territory and in Canada. In addition to this self-initiated program, the position ensures that the commercial section is organized and has the necessary market information to handle the large volume of responsive work which flows from Canadian exporters, American exporters and federal and provincial government departments in Canada.

A further area of responsibility is with the American corporate and financial community in the context of pursuing Canadian industrial development objectives. An atmosphere of confidence and continued U.S. financial involvement in Canadian industry are fostered by ensuring that local corporate executives, particularly those responsible for Canadian operations, are promptly and correctly informed of Canadian government policy changes and other developments which could affect their company's Canadian operations and that these executives appreciate that their opinions are of use to and valued by decision makers in Ottawa. This is carried out in large part by corporate liaison activity involving a Post-initiated series of calls on high level corporate executives in selected "target" companies. The Consul also prepares seminars or conferences, often in cooperation with a provincial government or local sponsor. A major challenge is to foster increased Canadian exports and investment in the region. The Post must ensure it is properly equipped in terms of literature and information to respond to enquiries from prospective investors interested in doing business in Canada and must maintain contact with the local trade and general media to ensure that their publications accurately reflect the Canadian reality.

Another responsibility is to ensure that interested parties in the federal and provincial governments in Canadian business are kept informed of economic and financial developments in the region which might impact on Canadian interests and might not be reported on elsewhere. This necessitates an active program of reporting. The topics cover a full range of economic and bilateral trade issues, among them developments in financial markets, energy transportation, fisheries and the civic, state and regional economies.

The major challenge is to acquire enough knowledge of the large and diverse New England market and its characteristics to help Canadian exporters evaluate their market prospects, formulate rational Canadian government marketing plans, select the sectors of concentration for each officer that offer the best prospects for Canadian exporters and ensure that the market knowledge acquired is communicated to all interested parties in government or private enterprise.

The position uses continual contact with concerned federal and provincial departments and with presidents of about forty-five seafood exporting companies to minimize the threat of tariff and non-tariff trade measures. The post is the only direct link between the Canadian government, Canadian industry and the New England Fisheries Management Council. Other methods of maintaining ready access to senior federal, state and industry representatives include arranging regular, off the record discussions designed to seek common interests and minimize the differences between the neighboring fishery industries.

Another area of responsibility is extremely detailed work which must be done to ensure that Canadian suppliers are prepared to compete effectively in the United States' extremely complex legally regulated military and civilian government procurement systems. Government procurement offers abundant market prospects for Canadian who are able to adopt special marketing approaches.

The Consul and Senior Trade Commissioner must exercise experience and judgement and prove himself at any given moment as a trusted, creditable and informed interpreter of Canadian policies and local developments. Recent developments in Canadian foreign investment policies have increased the importance and sensitivity of the role.

DIMENSIONS (Constant Dollars)

| | |
|--|---------------|
| Annual Staff Operating Budget excluding Canada based salaries and allowances: | \$65,523 |
| Seafood Products: | \$872 Million |
| Total | \$1.3 Billion |

SPECIFIC ACCOUNTABILITIES

- 1 Promotes the export and sale, in this territory, of Canadian goods and services, particularly high technology industrial and defence products, seafood, building materials, furniture, gas and electricity, transportation equipment, and various consumer products.
- 2 Attracts industrial development opportunities to Canada.
- 3 Maximizes Canadian trade benefits under defence development/defence production sharing arrangements.
- 4 Harmonizes federal and provincial trade and industrial development efforts in this area, with a view to enhancing their complementarity.
- 5 Analyses and reports on local economic and governmental development and legislation which may affect Canadian interests.
- 6 Develops and maintains contacts with local business firms, government organizations, banks and industry groups in order to create and sustain a positive Canadian image in this area.
- 7 Participates with the Consul General and other division heads in setting overall mission objectives and priorities, and contributes to their accomplishment. In the absence of the Consul General, performing his/her duties as required.
- 8 Allocates and controls personnel and financial resources to accomplish the foregoing.

EVALUATION RATIONALE

Consul and Senior Trade Commissioner

BM: N-6-A

KNOW-HOW

- F Specialized knowledge of the New England economy, with emphasis on the key markets in fisheries, energy, and high tech/defence; corresponding grasp of relevant Canadian (federal and provincial) policies, and issues.
- III Operational management of trade promotion industrial development, corporate liaison, and economic analysis/reporting for the New England states.
- 3 Critical level required in interacting with U.S. and Canadian corporate executives and U.S. legislators, and in motivating staff.
- 608 Highest number reflects the management of issues within a particular geographic area.

PROBLEM-SOLVING

- F Thinking within the broadly defined objectives of the trade program for New England (i.e. promoting Canadian exports, promoting/protecting favorable image for Canada, attracting appropriate investment, providing up to date and comprehensive commercial intelligence).
- 4 Adaptive thinking required in assessing the local economic environment and responding to emerging problems or opportunities with appropriate initiatives/interventions (i.e. presenting a positive image for Canada in face of possibly contentious Canadian trade and economic and policies or conflicting federal and provincial positions).
- (50) Lower percentage reflects the principal focus on trade related issues.

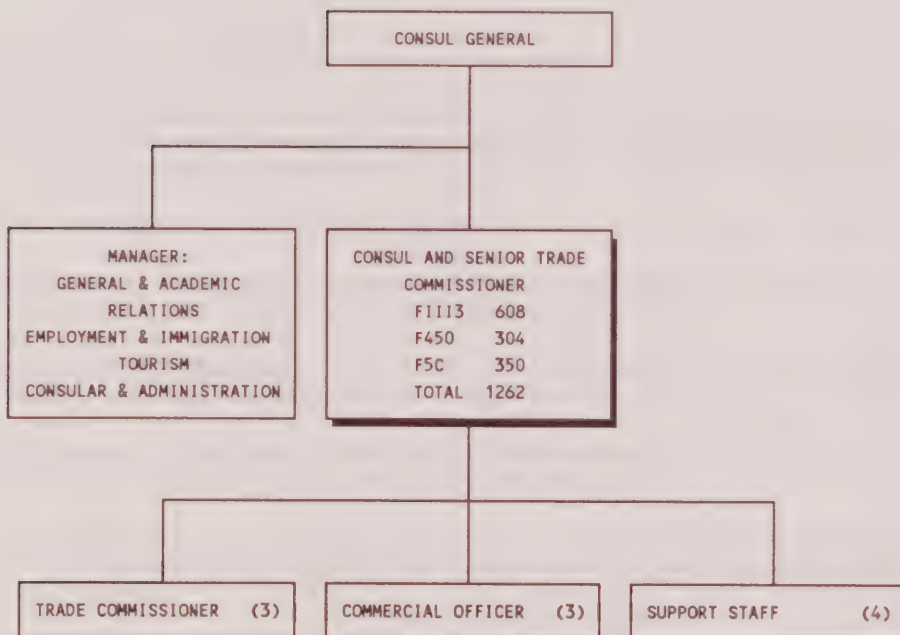
ACCOUNTABILITY

- F Reporting to the head of Post, acts within general managerial direction in coordinating a multi-faceted program.
- 5I Reflects indirect impact on significant portion of Canadian export sales as represented by seafood exports of \$872 million (constant).
- 350 Highest number reflects a high degree of latitude in supporting government effects to expand exports in region.

SUMMARY

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| FIII3 | 608 | F4(50) | 304 | F5I | 350 | 1262 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-6-A



BM: N-6-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: N-5-A

POSITION TITLE: Counsellor (Development)

GENERAL ACCOUNTABILITY

Is accountable for the local development, management, administration, monitoring and evaluation of all Canadian development assistance programs and projects in Pakistan including direct government-to- government assistance as well as special programs.

ORGANIZATION STRUCTURE

This position is one of six reporting directly to the Ambassador. The other five are: Head of Chancery (Counsellor); Counsellor (Immigration); First Secretary (Trade); First Secretary (Administration); and a Liaison Officer.

Special functions of the eight positions reporting to the incumbent are:

First Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the energy sector.

First Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the agricultural sector.

Third Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the social sector.

Locally-engaged Development Officer, assists in the administration of bilateral projects. Also performs the financial accounting of all local cost expenditures and assists with the execution of training programs.

Locally-engaged Development Officer, assists in project identification, analysis and evaluation for programs.

One Canada-based Secretary and two locally-engaged Secretaries/Clerks.

NATURE AND SCOPE

Pakistan is one of Canada's largest bilateral aid recipient. Canada's role has been significant in the development of infrastructure, particularly hydro-electric power and the railway system. Canada has also been intensively involved in the supply of industrial commodities and processed goods, and equipment and spares through commodity loans and development lines of credit. Canada has launched a major program in the oil and gas sector, a complex and sophisticated sector of involvement given the extremely high world wide competition for goods and services.

Agriculture is a major sector of concentration with projects in both dryland and irrigated agriculture. There are a number of small but useful projects in the social sector.

The Counsellor (Development) is responsible for managing, planning and implementing the programs of the Canadian International Development Agency (CIDA). He/she is responsible for identifying new aid projects, supervising initial feasibility studies, monitoring and evaluating the implementation of ongoing projects, and recommending changes where appropriate. Heavy reliance is placed on the post to research, initiate and develop new project requests. Major sectors of the program review are drafted by the Head of the Development Assistance Section ensuring an input to the design of the program and sectoral concentration. Over the past year, the incumbent has organized and participated in major sector planning missions in the power, transportation and agriculture sectors. At the project level, the post initiates technical missions from Ottawa and participates in them to ensure that the relevant local factors have been taken into consideration during the design state of projects. Project evaluation has been given greater emphasis.

The management of this major and diversified program by the incumbent is made more complex as a result of divided federal/provincial jurisdiction in Pakistan and a very cumbersome project approval process both in Pakistan and Canada. In addition to the regular program, Canada is becoming increasingly involved in assistance to Afghanistani refugees located in Pakistan. This has meant a significant increased monitoring of Canadian Food Aid assistance directly with Pakistan and through the UNHCR.

Given the sophisticated level of the senior civil service and the capability of its operational institutions, Pakistan has a very large capacity to absorb funds, particularly in the power, irrigation, oil and gas exploration and transport sectors. The absorptive capacity in some other critical sectors is however limited (e.g. agriculture other than irrigation supply and drainage, health, education). Considerable economic and social analysis is therefore required to ensure our development efforts are in areas of high priority where they can be effective and the incumbent must therefore be highly knowledgeable about Pakistan's society and economy in order to provide the level of analysis and critical advice required by the Head of Post and CIDA Headquarters.

The incumbents' responsibilities relate to each stage of program planning, implementation and review. He/she assesses and reports to Ottawa on social, economic (macro and sectoral) and political developments relevant to the program. He/she monitors general government policies and particular regulations affecting Canadian aid. He/she is in close touch with other donors and international institutions. He/she reports on the effect of CIDA policy in the field. On the basis of this analysis, he/she participates in the annual country programming cycle, recommends sectoral orientations, identifies project opportunities and conducts preliminary project planning. He/she assists expert missions on program/project development. As well, he/she negotiates program/project agreements with recipient governments for signature by the Ambassador. He/she negotiates and signs plans of operations for specific projects.

Once intergovernmental project agreements have been signed, he/she plays a key role in project implementation. He/she monitors projects, ensuring that critical mileposts are attained on schedule. He/she maintains constant liaison with recipient government officials and Canadian experts, consultants and executing agents in the field.

The incumbent contributes on an ongoing basis to program and project evaluation. He/she prepares regular informal project evaluations on the basis of careful monitoring. As well, he/she organizes, hosts and assists visiting program/project evaluation teams. In that he/she contributes local knowledge and experience to these exercises, his/her opinions and judgement are of critical importance.

The incumbent is in constant touch with CIDA officials and the Ambassador. He/she has daily contacts with Pakistan officials on matters relating to project performance, negotiation of agreements, approval of Canadian experts, etc. He/she is a member of the Post Management Committee which discusses administrative requirements, other donors' relations with Pakistan, common problems like control of project equipment and volume of aid.

DIMENSIONS (Constant Dollars)

Number of Countries 1

Number of Staff 9

Operating Budget

| | |
|------------|------------------|
| - Salaries | \$80,645 |
| - Other | <u>\$107,526</u> |
| Total | \$188,171 |

Program Budget (Annual)

| | |
|--------------------|------------------|
| - Bilateral | \$11.8 Mil |
| - Refugee Relief | \$5.1 Mil |
| - Special Programs | <u>\$8.8 Mil</u> |
| Total | \$25.7 Mil |

SPECIFIC ACCOUNTABILITIES

1. Contributes to the planning of the bilateral aid program to Pakistan by assessing and reporting social, economic and political conditions, developing or rejecting project requests, recommending approval of projects and programs.
2. Ensures the effective local management of bilateral projects implementation through negotiating loan agreements and memoranda of understanding with recipient governments.
3. Ensures proper expenditure of local costs within the recipient country, through constant liaison with recipient government with respect to bilateral, multilateral and NGO assistance. Monitors and evaluates NGO and multilateral programs functioning and/or headquartered in the recipient country.

- 4 Consults and negotiates with the recipient governments and their donor nations on questions of economic and social policy in the recipient country, development assistance policy of Canada, other donors and multilateral institutions (IBRD, UN). Reports on the same to Ottawa.
- 5 Provides advice and recommendations to Ottawa about development, administrative and economic policy and procedures. Expedites equipment deliveries, the provision of funds and responses to enquiries.
- 6 Develops capabilities of staff, new procedures and approaches to solving unforeseen problems and in the implementation of projects.
- 7 Participates in management of the Post through the Committee for Post Management.
- 8 Advises Head of Post on development assistance activities which might affect wider bilateral relationships.

EVALUATION RATIONALE

Counsellor Development

BM: N-5-A

KNOW-HOW

- F Requires in-depth knowledge of Canadian aid policies, objectives, programs and controls affecting the initiation, programing, management and evaluation of the full spectrum of Canadian development assistance activities abroad.
- III Conceptually develops and integrates Canadian, Pakistani, NGO and commercial goals, objectives and strategies for development; is a primary contributor to the formulation of appropriate development policies and strategies in the Pakistani environment which is characterized by a major refugee migration, as well developed public bureaucracy and pockets of increasingly sophisticated commercial activity.
- 3 Human relation skills are critical in effectively representing Canadian interests in bilateral and multi-lateral (UNHCR and IBRD) negotiations; in ministerial level meetings to discuss broad policy and strategic issues.
- 528 Middle number is consistent with the extent to which the position must reconcile conflicting interests in the development and management of development projects.

PROBLEM-SOLVING

- F Is required to think within broadly defined goals and objectives to contribute to the formulation of aid policies and programs; report on local development and to represent and advance Canadian interests in Pakistan.
- 4 Required to analyse, evaluate and devise the means of meeting development objectives in a single country within policies, plans and procedures established at HQ.
- (50) Low number is consistent with the guidance available from both HQ and Head of Post.

ACCOUNTABILITY

- F Reporting to the Head of Mission who gives general direction, the incumbent is accountable for the local development, management, administration, monitoring and evaluation of all Canadian development assistance programs in Pakistan.
- 4C Contributory impact on program as represented by a budget of \$25.7 Mil (Constant).
- 264 Low number is consistent with the degree of participation in the development and implementation of projects, requiring HQ approval.

SUMMARY

FIII3 528

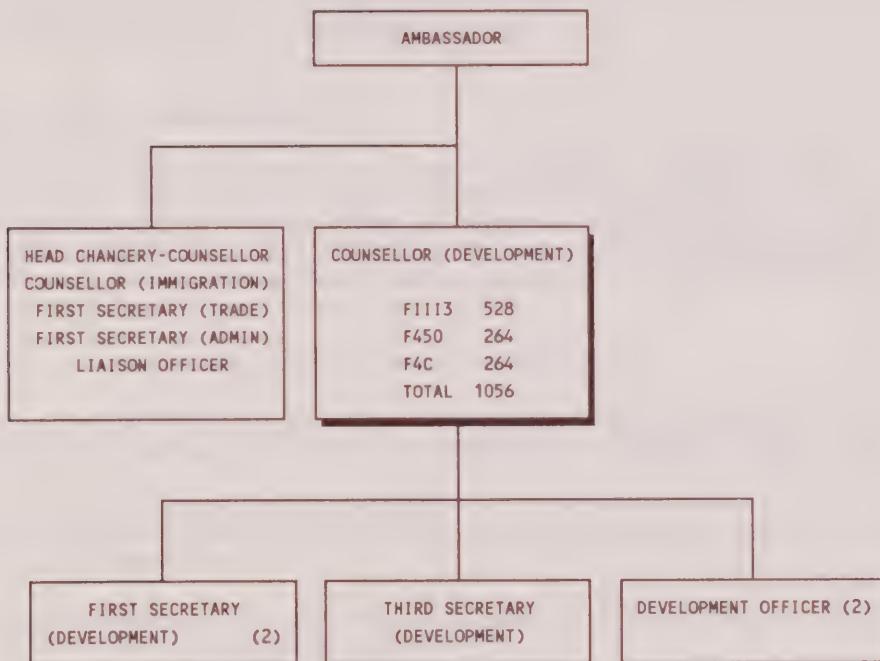
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: N-5-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-10-A

POSITION TITLE: Assistant Deputy Minister, Research

GENERAL ACCOUNTABILITY

Is accountable for the management of the research activities of the Department, except those concerning health of animals and socio-economics; for the state and applicability of science and technology in relation to the policies and objectives of the Government and Department regarding agriculture and food on a national scale.

ORGANIZATION STRUCTURE

This position at the second level is one of fourteen reporting to the Deputy Minister. The others include: Associate Deputy Minister, Forestry; Senior ADM Agricultural Programs; ADM International Programs; ADM Agriculture Development; ADM Food Production & Inspection; ADM Corporate Management; ADM Grains & Oilseeds; DG Prairie Farm Rehabilitation Administration; DG Personnel Branch; DG Communications Branch; Assistant to the Deputy Minister; and Director, Legal Services.

There are six positions reporting directly to the ADM Research:

Director General, Priorities and Strategies (Staff of 100) directs the planning, coordination, priority setting, and the development of policy initiatives and strategies for the Research Branch.

Director General, Central Experimental Farm (Staff of 937) administers all Central Experimental Farm services; plans and manages agricultural research programs in the various departmental research centres.

Director General - East (Staff of 1214) plans and manages all research programs for the Region as well as all related administrative functions.

Director General - West (Staff of 1298) plans and manages all research programs for the Region as well as all related administrative functions.

Administrative Assistant co-ordinates administration activities of the ADM's office.

Executive Assistant assists the ADM in planning, developing and evaluating the management of research projects.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

Research Branch is the scientific arm of the Department. It is responsible for contributing to the attainment of the Department's objectives and goals through the application of science and technology to the improvement of agricultural production and food processing and product development in Canada. The Research Branch interacts with the Department's policy branches in the development of departmental as well as Branch policies and objectives.

The research programs of the Branch involve most of the disciplines of the natural sciences, including chemistry; physics; botany; zoology; animal, crop and soil sciences; as well as such specialties as engineering, statistics and food technology. Plant and animal taxonomists are engaged in defining species entities for appropriate definition and classification as well as providing a national and international identification service.

While the responsibility for agriculture in Canada, including agricultural research, is shared by the federal and provincial governments in accordance with the British North America Act, the contribution by the federal government is paramount. The Research Branch executes a leadership role in the development activity by provinces, universities and industry. The Branch operates grant and contract programs coordinated primarily through the Canadian Agricultural Services Coordinating Committee and its Canadian Agricultural Research Council, and Canada committees on animals, crops, food, land resources, socio-economics and agricultural engineering.

The ADM must decide on: the establishment of Branch policies, objectives and programs; the preparation of multi-year operational plans and the procurement of resources; the allocation of resources, primarily to the regions and centres, based on their objectives and goals; and the control of these programs and resources. The major challenge is in ensuring that, within the Department's objectives, the major constraints in the total agricultural and food systems are recognized; and that, in reducing these constraints, the role of science and technology is identified and resources are obtained and applied in the most effective and efficient manner. This must be done in coordination with the activities of other federal departments and agencies, the provinces, universities, and private sector.

There is an increasing challenge to integrate external resources, through collaborative research, into the Branch programs. The ADM maintains a special contact with senior officials of the Agricultural Research Service of the United States Department of Agriculture, by an annual meeting and other means for an exchange of information and the coordination and development of cooperative programs. Tripartite meetings, for a similar purpose, have been established to include the U.K. and France. Contacts are also maintained with counterparts in other European countries.

The ADM actively participates in the Executive Committee in the formulation of overall Department policies and strategies impacting on the agri-food industry.

The position requires the highest of scientific knowledge and experience consistent with maintaining the health and quality of scientific research. It also requires of the incumbent awareness of the needs of a diverse and complex industry in order make viable decisions and recommendations on research programs, policies and strategies. The interests amongst regional and national food and agricultural organizations are often divergent and conflicting. This is made even more complex as jurisdictions are fractioned amongst the various levels of government.

The ADM must consult with senior officers of other departments and agencies on agricultural and food matters such as land resources, energy in agriculture, nutrition and food safety, which also impact on their departments and agencies. Similarly, there is consultation with deans of faculties of universities and senior officials of provincial departments as well as representatives of the private sector, such as the Meat Packers Council and the Canadian Seed Growers Association, on science and technology. Annually, the incumbent must defend the main estimates of the Branch before the Agriculture Committee of the House of Commons as well as attend, with the Minister, when the departmental estimates are being discussed.

DIMENSIONS

| | |
|---------------------------|-----------|
| Person-Years: | 3,557 |
| Operating Budget | \$66 Mil |
| Grants and Contributions: | \$2.3 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Improves agricultural production, food processing, quality and safety, and product development, by the effective and efficient application of science and technology.
- 2 Ensures that Branch programs are implemented in support of departmental objectives and goals and are coordinated with inputs from other federal departments and agencies, the provinces, universities, and private sector, recognizing the development thrust identified in each region.
- 3 Maximizes the impact of the programs of the Research Branch on the total food system by the development of effective Branch policies and objectives and the efficient management of the resources allocated to the Branch.
- 4 Contributes to the development of the Department's policies and objectives by participation in the Executive Committee of the Department.
- 5 Participates in the development of advice to the Cabinet on science policies and priorities as a member of an interdepartmental committee of scientific ADM's.
- 6 Contributes to the development of international policies and programs for agriculture and agricultural science through membership of OECD international organizations.

EVALUATION RATIONALE

ADM - Research

BM: O-10-A

KNOW-HOW

- G Broad knowledge of most disciplines of the natural sciences including chemistry, physics, botany, zoology, animal, crop and soil sciences, as well as such specialties as engineering, statistics and food technology and a knowledge of agriculture in Canada and its needs in research as well as knowledge of provincial requirements and priorities.
- IV Coordination and conceptual management of four major branch activities through the establishment of branch policies, objectives and programs, the procurement and allocation of resources, and the control of the programs and resources.
- 3 Critical level required in providing leadership to key research staff groups and dealing with provincial, national and international working groups in the capacity of chairman and participant. Represents department at House Common's committee.
- 1056 High number reflects the requirement for expertise and currency in agriculture research at the national and international levels and introducing latest developments into Branch programs and direction while maintaining consistent with departmental and government policy.

PROBLEM-SOLVING

- G Thinking within general policies, principles and priorities to direct agriculture research to achieve the Department's objectives and goals through the application of science and technology to the improvement of agricultural production, food processing and production development in Canada.
- 4 Adaptive thinking challenge required to evaluate and analyze major constraints in the total agricultural and food system, the role of science and technology, and maximize the use of resources.
- (66) Higher percentage reflecting a leaning towards a 5 due to the nature of the work, i.e. research.

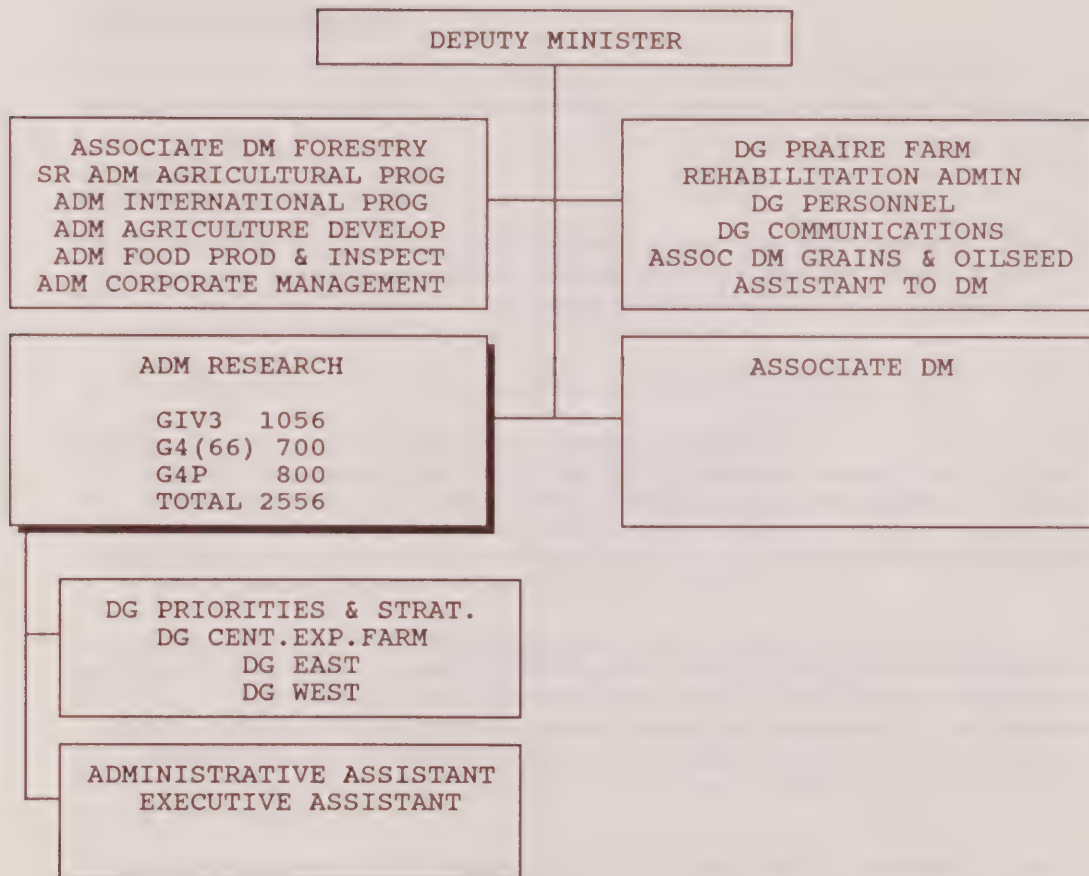
ACCOUNTABILITY

- G Reporting to the Deputy Minister, is subject to general guidance in the application of acts and regulations.
- 4P Primary impact on end results of the research program reflects in size by annual operating budget of \$66 Mil (Constant) with a staff of 3500.
- 800 Middle number reflects impact nationally and internationally on agriculture, agricultural science and agricultural production.

SUMMARY

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| GIV3 | 1056 | G4(66) | 700 | G4P | 800 | 2556 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-10-A



BM: O-10-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-9-A

POSITION TITLE: Assistant Deputy Minister, Geological Survey of Canada

GENERAL ACCOUNTABILITY

Is accountable for the formulation and management of departmental programs of scientific research and development relating to the geological and geophysical investigation of Canada.

ORGANIZATION STRUCTURE

This is one of four senior Mineral and Earth Sciences Program positions at the second level reporting directly to the Associate Deputy Minister. The other three are: Assistant Deputy Minister, Mineral and Energy Technology; Assistant Deputy Minister, Surveys, Mapping and Remote Sensing; and Assistant Deputy Minister, Mineral Policy.

Specific functions of the five positions reporting directly to the ADM are:

Director General, Continental Geoscience and Mineral Resources

(Staff of 275) is accountable for maintaining the national geoscience knowledge base, expertise and technology concerning the Canadian shield and the deep geology and geophysics of other parts of Canada, and the nature, magnitude and distribution of Canada's mineral resources, on shore and offshore, as required for the provision of scientific and technical advice and assistance to the mineral industry, provinces and other government departments.

Director General, Geophysical Surveys, Hazards and Terrain Sciences (Staff of 210) is accountable for providing the knowledge and expertise relating to the physical characteristics and properties of the earth, its physical configuration, structure and dynamic processes including the assessment of earthquake risks, gravity and magnetic surveys and development of new technology and instrumentation; and for the investigation of unconsolidated materials at the surface of the earth, their distribution, engineering properties, economic use and hazard to man, his structures and the environment.

Director General, Sedimentary and Marine Geoscience (Staff of 365) is accountable for the availability of geological and geophysical knowledge and expertise pertaining to the sedimentary rock covered parts of Canada which include the West, Rocky Mountains, East and West Coast offshore and most of the high Arctic; for oil, gas and coal resource assessment and national international marine geoscience programs; and for coordination of activities and programs between the operational centres and Ottawa headquarters.

Director General, Policy, Planning and Central Services (Staff of 200) is accountable for sector program coordination and planning including the offices of the Chief Geologist and Chief Geophysicists, coordination of federal/provincial agreements and special projects; for scientific publication, maintenance of the national geoscience library and the development and maintenance of national geoscience data system; for development and maintenance of

international contacts and Canadian participation in international geoscience programs and activities; and for administrative services.

Director, Polar Continental Shelf Project is accountable for coordinating scientific investigation of Canada's polar continental shelf, the contiguous Arctic Ocean and mainland regions, and for directing, coordinating and maintaining the logistics required for scientific investigations in the Arctic environment.

NATURE AND SCOPE

The broad purpose of the Geological Survey of Canada Sector is to ensure the availability of geological information, technology and expertise on the structure, composition, and properties of the earth's surface, including the unconsolidated superficial deposits, the crust of the earth and the underlying upper mantle. These activities are required for the identification of the resource base of Canada, for the formulation of mineral and energy policy by the Department and government to facilitate the exploration and exploitation of resources, and facilitate and control development in an environmentally acceptable manner.

Major factors impacting on the conduct of scientific and technological activities related to the earth sciences are numerous and complex and include technological, environmental political constitutional and economic factors. Scientific and technological studies related to the structure composition and properties of the Canadian landmass, by definition, have technological constraints. As a result of both the complex nature of the programs and their extensive interactions with a wide range of other organizations, the ADM must spend considerable time managing the relationship between the Sector and its clients, senior management, and Central Agencies. This includes broader cross sectoral issues involving science and technology policy, ocean sciences management and mineral and energy policies.

The ADM Geological Survey of Canada has extensive freedom to act and resolve problems associated with the activities of the Sector. Nevertheless, the subject position must operate within Cabinet priorities, policies and guidelines, within policy and research guidelines established by Ministry of State, Science and Technology and within financial, personnel, and administrative constraints established by the Treasury Board and other Central Agencies. Further, the ADM must operate within Departmental directives such as those concerning contracting out, personnel, finance and administration.

Contacts within the Department are with the Deputy Ministers and other Assistant Deputy Ministers to provide expertise and advice related to the earth sciences and to determine newly arising information requirements and chart appropriate means by which to achieve these. Contacts outside the Department include frequent contact with senior executives from other departments and Central Agencies to ensure their program and information needs related to the earth sciences are met, with senior executives on joint projects, to determine information needs and exploration-exploitation opportunities, and with provincial government counterparts to discuss federal and joint activities in the earth sciences. Further, contacts must be maintained with senior officials of foreign governments to guarantee Canada makes effective use of opportunities for cooperative international geoscience programs.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|------------|-------|
| Department | 4,853 |
| Branch | 1,055 |

Operating Budget: \$17,808,398

SPECIFIC ACCOUNTABILITIES

- 1 Provides geoscience information, advice and expertise to the DM's, Associate DM's and other senior departmental officials engaged in the formulation of minerals, energy, and other related policy.
- 2 Provides direction, advice and information to senior executives in the sector in matters of government and departmental priorities, policy and programs.
- 3 Ensures that the scientific and technological activities of the GSC support the energy and mineral policies and programs of the department and provides the geological, survey and technological information base required by industry and the public at large.
- 4 As part of the Departmental management team, contributes to recognition, evaluation and solution of departmental problems and assist in formulating and implementing departmental policy.
- 5 Manages for federal-provincial, the federal-industrial liaison and joint projects related to the earth sciences.
- 6 Determines budget allocations across the Sector and ensures that activities delegated throughout the Sector are achieved within budget constraints.
- 7 Consults and negotiates with senior executives of foreign governments responsible for geosciences programs.
- 8 Provides direction to senior executives in the sector on matters concerning the management of physical, human and financial resources and in matters of administrative policies and programs.

EVALUATION RATIONALE

Assistant Deputy Minister, Geological Survey of Canada

BM: 0-9-A

KNOW-HOW

- G Broad mastery of scientific disciplines and technologies in the earth sciences and the relevant environmental, political, constitutional and economic factors.
- IV Operational coordination of the department-wide scientific research activities associated with the earth sciences, including data base maintenance and the provision of information.
- 3 Critical human relations skills are required in motivating a staff of 1055 to ensure their program and information needs related to earth sciences are met, and in contact with senior officials of foreign governments to discuss co-sponsorship of scientific and technological ventures.
- 920 Middle number is consistent with the expertise required to manage a major highly technical departmental program in a department which has several such programs.

PROBLEM-SOLVING

- G Thinking within general policies and scientific principles in allocating the physical, human and financial resources of the Sector, and providing expertise, advice and information on the structure, composition and properties of the Canadian landmass to those formulating mineral and energy policies. Incumbent is expected to define problems, develop and analyze alternatives, and to determine the appropriate solution.
- 4 Analytical thinking is required in facilitating the exploration and exploitation of mineral and energy resources through evaluating constraints in technology, environment or economics and devising or negotiating program priorities plans and information.
- (66) Higher percentage indicates a tendency to uncharted or novel in managing a highly sophisticated scientific program.

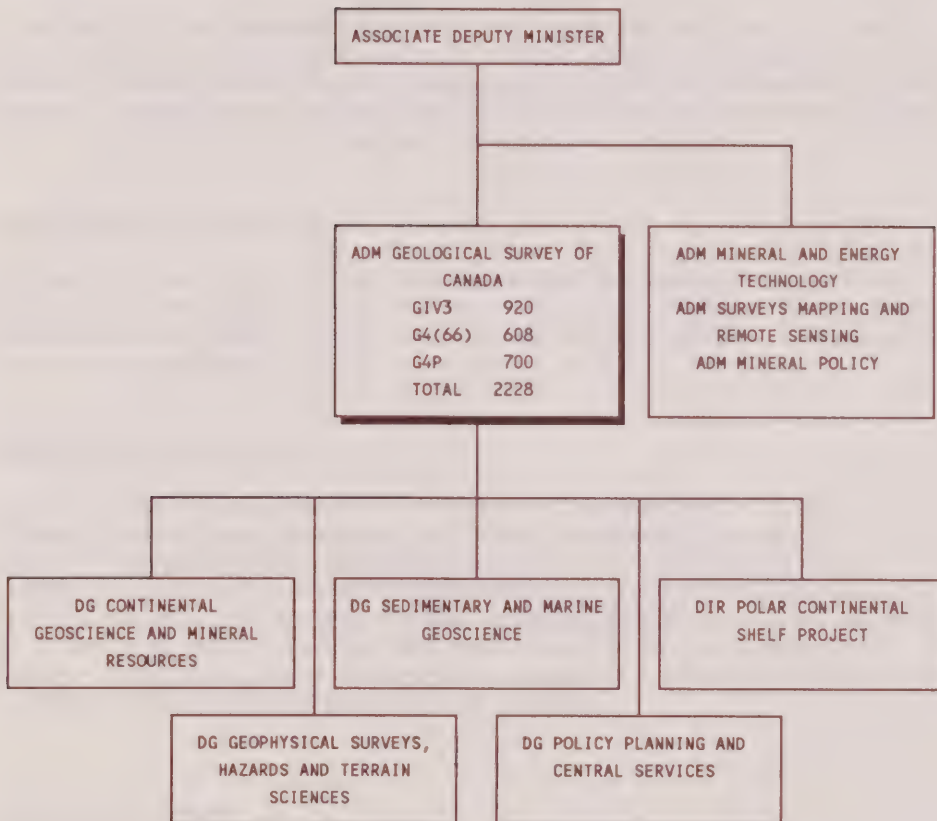
ACCOUNTABILITY

- G Reporting to the Associate Deputy Minister, acts subject to broad guidance, to manage the scientific and technological activities of the Department concerning the structure, composition and properties of the Canadian landmass. Due to scientific nature of functions, position operates subject only to general guidance from top most management.
- 4P Primary impact on Branch as represented by an annual salary and operating budget of \$19 million (constant).
- 700 Low number is consistent with dollar values and the specifically-defined parameters within which the position operates.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-9-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-8-A

POSITION TITLE: Director General, Western Region

GENERAL ACCOUNTABILITY

Is accountable for the management, planning, and scientific leadership for all agricultural research programs in Manitoba, Saskatchewan, Alberta, and British Columbia, as well as a number of overseas projects. He/she is accountable for ensuring the achievement of goals and objectives in support of the agriculture and food industry within branch and departmental policies concerned with a market-oriented/ commodity-based strategies.

ORGANIZATION STRUCTURE

This position is one of six at the third level reporting to the Assistant Deputy Minister, Research. The other five are Director General, Eastern Region; Director General, Central Experimental Farm; Director General, Priorities and Strategies; Executive Assistant; and the Administrative Assistant.

REGIONAL ORGANIZATION

Reporting to the Director General are 15 Directors of Research Stations at Brandon, Morden, Winnipeg, Melfort, Regina, Saskatoon, Swift Current, Beaverlodge, Lacombe, Lethbridge, Agassiz, Kamloops, Skanichton, Summerland and Vancouver. The Directors manage multidisciplinary national and/or regional research and development programs in such fields as: beef cattle breeding, swine breeding, nutrition, physiology, genetics and management; breeding and/or physiology of barley, corn, soybeans and sorghum; soil fertility, agronomy, plant nutrition and seed control; cereal, oilseed and forage crops; control of insect pests of field crops; animal parasitology; animal science; irrigation and crop production.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

The Director General is responsible for the planning, execution and control of overseas technical assistance programs. It is a challenge to ensure that projects incorporate adequate input in problem identification and in experimental approaches from the relevant scientific disciplines. There are currently a number of such projects, for example in greenhouse technology.

The Director General, utilizing scientific training and experience in research, evaluates advice received from program committees, work planning meetings, program coordinators, and other specialists with respect to program modifications and new programs. He/she authorizes research

projects in support of regional programs and ensures that human and materiel resources are available for their execution, reviews annual and long-term work plans for each program, reporting accomplishments, causes for lack of progress, and plans for improving research productivity. The incumbent is accountable for the overall quality of scientific publications and technology transfer activities of the Region.

A major challenge is in ensuring that, within the goals and objectives of the branch, the major constraints in the agriculture and food system are recognized, and that, in reducing these constraints, the role of science and technology is identified, and resources are obtained and applied in the most effective and efficient manner.

The Director General must be continually aware of the needs of a diverse and complex industry, not only within the Region but nationally as well, in order to make viable decisions and recommendations on research and development programs, policies and strategies.

The Director General has the overall responsibility in his/her region for contract and collaborative research where the branch and an element of the private sector share costs and/or staff and facilities to achieve a private sector objective. Within this sphere the DG collaborates very closely with the Coordinator, Industry Relations who is the branch's facilitator. The Director General is the key spokesperson, and represents the branch at all negotiations.

The Director General must be capable of rationalizing decisions concerning an industry in which the interests among regional food and agricultural organizations are often divergent and conflicting, and in which jurisdictions are fractioned among the various levels of government. These decisions and recommendations must also take into account the overall departmental policy regarding commodity based-market oriented program structure. The Director General must actively participate in the branch management committee in the formulation of branch policies and strategies impacting on the agri-food industry. The Director General maintains contacts with senior officials of the agri-food industry, and other responsible provincial and federal departments and universities, to discuss and resolve problems of mutual benefit. His/her contacts also extend to officials of foreign countries, and international research institutes concerning agricultural research and development, and technology transfer.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff Years: 1,275

In Thousands:

| | |
|--------------------|--------------|
| Operating Budget: | \$14,107,740 |
| Capital Budget: | \$7,860,415 |
| Contract Research: | \$155,610 |
| Revenue | \$723,948 |

SPECIFIC ACCOUNTABILITIES

- 1 Improves agricultural production, food processing, quality and safety, and product development, in support of branch objectives and goals, by the effective and efficient application of science and technology coordinated with the inputs of other federal departments and agencies, the provinces, universities, and private sector to the developmental thrusts identified in the Region.
- 2 Maximizes the impact of the programs of the Region on the food system by the development of effective objectives and the efficient management of the resources allocated to the Region.
- 3 Contributes to the development of the branch's policies and objectives by participation in the management committee of the branch and ensures cooperation on regional goals and objectives.
- 4 Ensures the coordination of the regional program of agricultural and food research through effective leadership and scientific knowledge.
- 5 Contributes to the development of branch policies and programs for agriculture and agricultural science and technology transfer.
- 6 Takes remedial action on matters of concern where the application of agricultural science and technology can aid in removing the cause for concern. Examples include agriculture-based pollution and disease and pest control.
- 7 Assesses the priority of regional research programs and maintains these programs at the highest level possible.
- 8 Provides the scientific, technological expertise and leadership required to manage programs, and achieve the goals and objectives of the research stations.

EVALUATION RATIONALE

Director General, Western Region

BM: O-8-A

KNOW-HOW

- G Mastery and knowledge of the agriculture sciences and agriculture and related research techniques and methodologies. Knowledge involving the disciplines in the natural sciences including chemistry, physics, botany, zoology, animal, crop and soil sciences as well as statistics and food technology. Knowledge also required of the national and world political economic and technical, developments impacting on agriculture research.
- III Coordination of activities in the region including the management of a diverse scientific program, the administration of fifteen Research Stations, the management of overseas technical assistance programs and the establishment of regional policies, objectives and programs.
- 3 Critical level required to manage and motivate a large decentralized staff, to interact with counterparts in provincial governments and industry and to participate on departmental, interdepartmental, national and international committees.
- 800 Highest number reflects near exceptional mastery in specialized know how and solid management coordination.

PROBLEM-SOLVING

- F Thinking within the broad policies and goals of the Research Branch to provide and develop agricultural research programs and capacity to ensure improved agriculture production, food processing and product development; and to provide information services and technology transfer to the industry.
- 4 Analytical thinking is required to recognize major constraints in the agricultural and food system and obtain and apply resources effectively, in cooperation/coordination with the other Regions, the provincial authorities and university research, satisfying regional development and research objectives and the needs of the Region.
- (57) Higher percentage indicates near uncharted, because of a creative thinking environment.

ACCOUNTABILITY

- F Reporting to the Assistant Deputy Minister, Research and is subject to functional policies and goals of the Department and the Research Branch vis à vis regional development and research priorities. Contributes to the formulation of Branch strategies, allocation of resources to regions and the direction of national research programs on agriculture and food.
- 4P Primary impact on research and development in the Western Region as represented by an operating budget of \$14 Mil (Constant).
- 528 Middle number reflects a noticeable degree of freedom in determining regional research program and the size of budget.

SUMMARY

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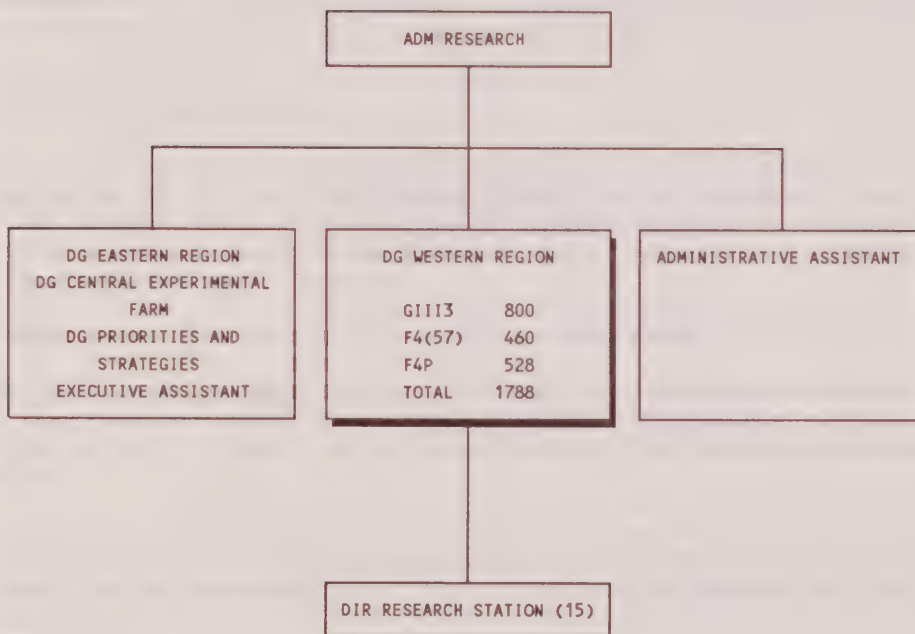
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-8-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-7-A

POSITION TITLE: Director General, Research and Development

GENERAL ACCOUNTABILITY

Is accountable for the policy, planning, programming and evaluation within the government, of transportation research and development; the programming and management of selected transport technology research and development projects, the planning, programming and management of the transportation segment of the energy research and development program of the government.

ORGANIZATION STRUCTURE

This is one of sixteen positions at the third level reporting to the ADM, Policy and Coordination. The others are Senior Director General, Policy and Coordination; Director General, Strategic Policy; Director General, Air Policy and Programs; Director General, Marine Policy and Programs; Director General, Surface Policy and Programs; Director Executive Services; and seven Regional Directors.

Specific functions of the three positions reporting to the incumbent are:

Director, Research Planning and Coordination (Staff of 13) is accountable for the development of policy, plans and evaluation criteria for transportation technology R&D to guide the Department and other departments, and to meet the needs of the Canadian transportation system.

Director, Research Program Development (Staff of 8) is accountable for transport research program development, including the transportation components of the federal energy R&D program, and joint cooperative research program development with provinces and industry, through mechanisms such as the Council on Highway Transportation Research and Development.

Director, Transportation Development Centre (Staff of 52) is accountable for the operational planning and management of the activities of the Transportation Development Centre; to perform a wide range of transport R&D studies and projects in fulfillment of the needs of the Department, the government and private industry.

NATURE AND SCOPE

The Department attends to the development and operation of a safe and efficient national transportation system.

The objective of the Directorate is to ensure that the technology R&D activities in the Department, support the strategic objectives, are selected and planned to yield short and/or long-term benefits, are programmed and executed in the most cost-effective manner, and result in early and widespread acceptance of new technologies of benefit to the public.

The Directorate is thus called upon to monitor a wide range of information sources, domestic and foreign, to observe and interpret social, economic and technical trends to synthesize these data as inputs for the research planning process.

The Director General is responsible for research program development activities, needed to address specific tasks. This consists of the design of strategies and the allocation of resources to address priority problem areas and related opportunities. Whenever possible, the active participation of others is sought, both in and out of government, by means of tangible resource commitments to projects. While cost sharing enhances the applicability of the research results, it is essential that it does not result in excessive dispersion of objectives and responsibilities. A difficult issue is that of priority selection for the allocation of scarce resources to meet the needs of very different groups of constituents (road, rail, aeronautics, marine) located in all regions of Canada and presenting a wide range of risk elements and potential rewards.

The Director General is called upon to exercise an advocacy role for the cause of advanced technology in transportation, through participation in the activities of a number of committees, fora and associations, representing a wide variety of academic, scientific, professional and regional interests. He/she acts as the chief scientific advisor for the Department.

In serving the federal energy research and development program, a major responsibility of the Directorate is related to the effect of future energy supply and price trends on the technology employed in the transportation sector. The collection and interpretation of a wide range of information is necessary to characterize the present and future situations, to map out strategies adapted to rapidly changing constraints which could seriously handicap the capability of the transportation system in the future.

The Director General manages the review of multi-year capital plans with a view to assessing their technological adequacy and to investigate the possibility of complementary R and D programs. The Director General also contributes to technological innovations through systematically addressing ways to remove constraints and improve productivity and safety such as the removal of technically specific standards from performance based standards.

DIMENSIONS (Constant Dollars)

| | |
|----------------------------------|-------------|
| P/Y | 75 |
| Research and Development Program | |
| O&M (including salaries) | \$1,057,972 |
| Grants Contributions | \$ 383,631 |

Department Yearly Procurement - \$191.8 million
 Department Annual R&D - \$ 3.6 million

SPECIFIC ACCOUNTABILITIES

- 1 Provides policy advice for the conduct of transportation technology research and development in Canada to senior management of the Department, to other departments, and to the industry, through established consultative bodies.
- 2 Develops, in consultation with other government agencies and the industry, strategic plans to address national needs and opportunities for technology R&D for each sector of the transportation system and related industry.
- 3 Provides functional leadership and direction on behalf of the ADM for the planning and programming of all of the technology R&D activities carried out for and on behalf of the administrative, technical and financial support to line managers as needed.
- 4 Plans, develops and manages a program of transportation technology R&D to meet the needs and objectives of the Department and the Canadian transportation system, in conformity with the national objectives, plans and priorities, and with the active participation of other agencies of governments, the transportation system operators and the related industry, by exercising management control of the transportation development centre.
- 5 Plans, develops and manages the two major transportation-related components of the energy R&D program of the government.
- 6 Assists in the strategic planning activities of the Department by providing the ADM and staff with analysis and interpretation of technological trends affecting the transportation system and the Department's mission.

EVALUATION RATIONALE

Director General, Research and Development

BM: O-7-A

KNOW-HOW

- G Broad knowledge of Department and federal government policies on transportation; intensive and extensive knowledge of the state of the art in transportation technology and those areas where R&D will have the maximum potential pay-off, including energy R&D. Excellent knowledge of the management and coordination on techniques applicable to a large R&D function.
- III Operational and conceptual coordination of the R&D program for transport including energy conservation. Integration and coordination of Department. R&D with the policies and programs with those of the Department and the transportation industry at large.
- 3 Critical level of human relations skills required to motivate staff and to present and discuss Departmental, R&D thrust with the government and to the transportation industry.
- 700 Middle number reflects the degree of scientific knowledge and managerial expertise required to manage the research and development activities within a largely operational department.

PROBLEM-SOLVING

- F The raison-d'être of the Directorate is to support the technology R&D activities in the department, the cost efficiency of implementation, the acceptance of technologies of benefit to the public and the short term and long term appropriateness and efficiency of the T.C.
- 4 R&D activities monitors a wide range of information sources in order to synthesize these data as inputs for the planning process.
- 400 Higher percentage is consistent with the responsibility of the position for setting the course for departmental R&D.
- (57) Major ongoing studies will have an impact and effect on future energy supply and the price trends on the transportation sector.

ACCOUNTABILITY

- F The nature of an R&D program are such that direction and guidance can only be given in the broadest of terms by ADM. The position establishes R&D objectives and priorities within TC's strategic priorities, through the Transportation R&D Panel. The time frames for many of the projects are such that the success of the end results can only be determined after several years. Decisions and recommendations impact on the achievement of a technologically and sociologically viable transport system.
- 3P Primary impact on Branch as represented by an operating budget of \$1.05 million (constant) and influence on R&D budget of \$3.6 Mil (Constant).
- 400 Middle number reflects the responsibility of the position for controlling all departmental R&D activities on behalf of the ADM.

SUMMARY

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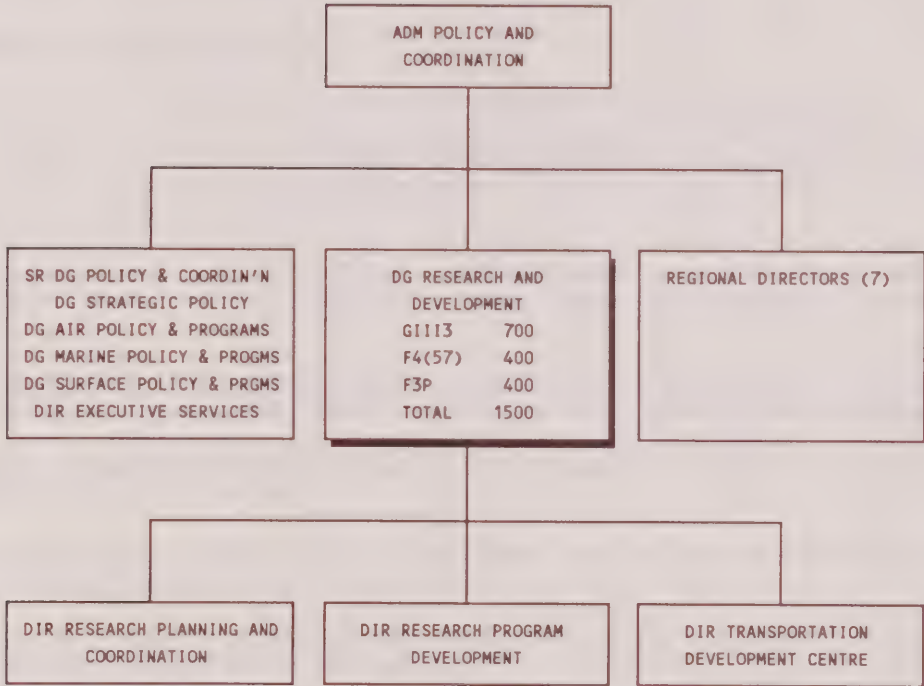
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-7-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-7-B

POSITION TITLE: Director General, Forest Science

GENERAL ACCOUNTABILITY

Is accountable for the formulation of science policy and for planning and directing research programs and technical services.

ORGANIZATION STRUCTURE

This is one of six positions at the third level reporting to the Assistant Deputy Minister, Forestry Policy. The other five are: DG Forestry Development; DG Policy, Planning and Economics; DG Technology and Industry Relations; Director, Forest Pest Management Institute; and Director, Petawawa National Forestry Institute. The specific functions of the five positions reporting directly to the incumbent are:

Director, Research Program Coordination: (staff of 28) directs forest research programs in the areas of forest renewal and production, environmental forestry, forest pathology and entomology, and forest fire.

Director, Forest Insect and Disease Survey: (staff of 14) directs the Canada-wide Forest Insect and Disease Survey and advises on the implications of survey results to research programs.

Director, Research Policy and Evaluation: (staff of 7) develops and implements forest research policies and strategic priorities.

Director, Scientific Services: (staff of 19) co-ordinates, plans and implements computer systems in support of research.

Executive Assistant: (1) co-ordinates administrative and personnel matters as well as all Ministerial correspondence for the directorate.

NATURE AND SCOPE

The Department promotes and enhances the sustained economic utilization of Canada's forest resources through environmentally sound forest management.

The Forest Science Directorate consists of a HQ unit providing policy and strategic direction, scientific leadership and functional guidance as well as evaluation of research and technical services programs in six Regions and two National Research Institutes. Total resources allocated to this activity amount to \$15,637,084 (Constant) and 826 PYs (including about 300 professionals).

The effective management, utilization and protection of Canada's forestry resources is largely dependent upon the federal government's ability to provide strong scientific and technological leadership through in-house research as well as forest development policies and programs. In-house R&D programs are aimed at improving forest management practices through effective technology transfer to the provinces and industry. The R&D program has the ultimate objective of increasing the efficiency and effectiveness of forestry management and utilization, reducing the costs of growing, protecting, harvesting and developing forest resources and consequently enhancing Canadian forest sector's international competitiveness.

The DG must provide leadership and scientific and technological expertise required to develop policies, priorities, objectives and goals which will establish research programs that will be the leading edge in forestry research in Canada. The DG identifies, analyzes, and interprets a wide range of new scientific and technological trends, at national and international level, that are relevant to the management and utilization of the forest resources of Canada and translates them into directives and guidelines for the orientation of in-house programs. This knowledge base is also employed in influencing the overall direction of forest research in Canada to meet critical needs of the forest sector.

A significant degree of planning and coordination is required in order to develop research policies and priorities and to establish goals and objectives. The incumbent reviews research proposals from the regional research centres and the National Institutes to assess their scientific and technological merit and their contribution to the Department's research and technological priorities and objectives. Proposals are then approved, modified, or rejected based on the incumbent's assessment of them.

The incumbent is responsible for planning and coordinating the analysis and assessment of federal programs which have an impact on technology transfer within the department and other forestry agencies. The DG also advises other senior officials within the Department on methods for organizing the transfer of technology activities within the Department and to other departments (e.g., remote sensing in EMR, biotechnology in NRC, etc.), governments, universities and industry.

The DG advises the Assistant Deputy Ministers, Deputy Minister, Minister and other senior management within the Department, other departments and research establishments on priority research programs and on potential issues which would result from proposed research and development policies, programs and projects. Specific advice provided to senior management is employed to determine viability, relevance and acceptability of forest policies and programs.

The DG provides executive direction to the scientific and technical editing unit to ensure that scientific and technical publications produced by the Service are of high quality and that they communicate effectively the results of research and Service programs to clients.

The incumbent manages the Secretariat to the Forest Research Advisory Council that advises the Deputy Minister on the status, critical needs and priorities of forest research in Canada. The incumbent also assesses the advice received from the regional and provincial advisory committees to the six Regional Centres and from the advisory committees to the two National Institutes to ensure that departmental programs are responsive and relevant to client needs, as well as forward looking.

Active contacts are maintained with senior officials of other federal departments, other governments, universities, industry, national and international agencies, to negotiate agreements, joint approaches and to coordinate forestry research efforts. The incumbent also presents Canadian policies, objectives and programs when meeting with universities, professional associations, industry and the public.

The DG represents the federal government and the department at national and international scientific meetings and conferences to define and explain Canadian policies and strategies in the areas of forest research and development programs. The incumbent also represents the Department and the federal government to provide the scientific, technological and research management expertise required to direct collaborative national and international forest research programs such as forest insect and disease survey and the Canada-USA cooperative budworm research program. The DG also negotiates cooperative agreements and coordinates research activities of all levels of government, national and international agencies, universities, and professional associations.

A major challenge of the position is to provide scientific and technological managerial leadership to develop research programs which will lead to significant scientific advancements relating to the management and utilization of forestry resources in Canada. This challenge requires that the incumbent be able to identify problems with current research and make recommendations as to methods for resolving these problems. The incumbent provides national leadership by influencing the overall orientation of forest research capability in Canada and of training of forest research scientists to meet present and future critical needs of the Canadian Forest Sector.

The Directorate operates within departmentally-approved person-year and fiscal budgets. This base program is augmented through cooperative work arrangements developed by the Director General with universities, provincial agencies and private industry. Major changes in program and additional resources budgets to facilitate new thrusts are proposed, as required, to the ADM, Forestry Policy.

DIMENSIONS (Constant Dollars)

| | |
|--------------------------|-------------|
| Person-Years | 69 |
| Operating Budget | \$1,023,018 |
| Capital | \$ 6,394 |
| Grants and Contributions | \$ 204,603 |
| Research Budget | \$ 15.6 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Provides the scientific and technological expertise and leadership required to develop policies goals and objectives for forestry research and program development within the Department and in Canada.
- 2 Presents overview of the status of forest insects and diseases in Canada, their impact on forest resource base, provides timely forecasts of their epidemics and scientific basis for quarantine regulations applicable to forestry and forest products (both imports and exports).
- 3 Ensures R&D programs conform to established science policies through the implementation of an evaluation program.
- 4 Represents the Department and the federal government at national and international meetings and conferences to define and explain departmental policies and strategies relating to forestry research development and to negotiate agreements to undertake cooperating research activities.
- 5 Assesses new areas of science on the national and international scene of importance to the Department.
- 6 Assesses federal programs which have an impact on technology transfer activities and advises on methods for arranging the transfer of technology within the Department and between other agencies, and associations with programs having an impact on forest management and utilization.

EVALUATION RATIONALE

Director General, Forest Science

BM: O-7-B

KNOW-HOW

- G Require and extensive and thorough knowledge of forestry and other related scientific disciplines and of the scientific and technological trends and developments, and social economic and environmental issues that impact on forestry, its management and utilization across Canada.
- III Coordination of diverse national forestry research programs, science policy development; planning and evaluation of research programs and the liaison with other federal science agencies.
- 3 Critical level required to provide highest level of departmental advice on national science policy, to represent the department and to influence the direction of forestry research programs.
- 700 Middle number is consistent with the role as principle science advisor for research undertaken in a single industry sector.

PROBLEM-SOLVING

- F Thinking within general policies and guidelines, provides the scientific, technological and management leadership necessary to develop research programs for the Department, which will lead to significant scientific advancements relating to the management and utilization of forest resource.
- 4 Adaptive thinking environment requires analytical, interpretative and constructive thinking to identify needed areas of research and problems with current research and to develop recommendations and courses of action to be taken to resolve these problems.
- (57) Higher percent reflects the requirement of the position to determine the direction the Department is to take in the conduct of R&D projects, either by the federal government alone or jointly with provinces and private sector.

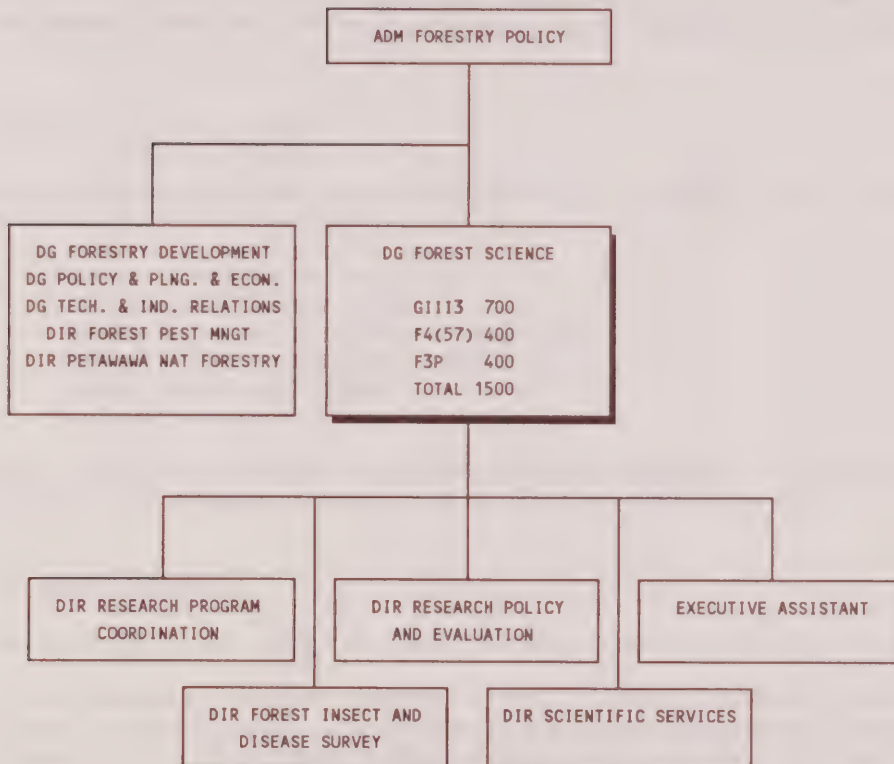
ACCOUNTABILITY

- F Reporting to the ADM, Forestry Policy, is broadly subject to functional policies and goals in the provision of forest science leadership to the department and to Canada.
- 3P Primary impact on Directorate as represented by a budget \$1 Mil (Constant) with contributory impact on total research program as represented by a budget of \$16 Mil (Constant).
- 400 Middle number reflects a noticeable degree of impact on research budget.

SUMMARY

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|-------|-----|--------|-----|-----|-----|------|---|

GOVERNMENT OF CANADA
 MANAGEMENT CATEGORY BENCHMARK
 NUMBER: O-7-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-6-A

POSITION TITLE: Director, Food Research Centre

GENERAL ACCOUNTABILITY

The Director is accountable for the management of all research and service programs at the Food Research Centre (FRC), including the provision of policy development, leadership and representation services.

ORGANIZATION STRUCTURE

This position at the fourth level is one of seven reporting to the Director General, Central Experimental Farm. The others are:

- Director, Land Resource Research Centre
- Director, Animal Research Station
- Director, Engineering & Statistical Research Centre
- Director, Biosystematics Research Centre
- Director, Plant Research Centre
- Regional Co-ordinator

Reporting directly to the Director are six positions: Assistant Director; 4 Team Leaders (Dairy, Processing, Safety & Nutrition, and Sensory & Structure), Food Science Services.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

The Food Research Centre (FRC), established in 1962, is the largest established public sector food research centre in Canada. It assists Canada's food and beverage industry to become more efficient, productive and competitive by developing new and improved processing technology and ingredients, and improving food quality, safety and nutritional value of products. Its clients are food processing companies and associations; Agriculture Canada branches and agencies; and other government departments requiring food research and advisory services (e.g. NRC, CIDA, DRIE, Fisheries & Oceans, SSEA, HWC, CCA).

The FRC contributes to the attainment of Branch and Departmental objectives through the operation of multi-disciplinary research and development programs on the utilization of agricultural resources as food for humans. The Centre applies expertise in chemistry, biochemistry, food science, toxicology, microbiology, sensory evaluation, nutrition, instrumentation and engineering to programs on food quality, food processing, development of new foods and food ingredients, nutrition and safety. The opportunities, problems and concern to which these programs respond are national and regional in origin. Projects deal with agricultural products of regional origin, (for example, cereals and oilseeds, milk, meat, and fruits

and vegetables), but also encompass food products derived or manufactured from such resources, which have national and regional distribution, processing and sale. There are export and import replacement implications for many of the semi and fully processed products.

The Director manages Research & Development activities focused on industry and/or government recognized problems or opportunities in the processing/preservation of agricultural produce, including safety/nutrition concerns, as well as mission-oriented, longer term basic research needs. The Director provides Advisory Services to the Department and its Branches, other government departments and agencies on technical issues relating to food quality, cost, safety and nutrition; and to food and beverage companies and industry associations. The position provides scientific evaluation and project management services for contracts and grants, e.g. Agriculture Canada, NRC and other granting agencies.

The Director represents the Branch, Department, or Canada at government, national and international meetings. The Director represents Canada at U.N. agencies such as FAO, WHO, Codex Alimentarius, and I.A.E.A.; frequently chairing intergovernmental fora (e.g., currently serves as Chairman of International Consultative Group on Food Irradiation sponsored by FAO, WHO and IAEA), and represents the North American Region on the Codex Alimentarius Executive Committee. The Director represents the Department on boards of non-profit organizations and trade association technical committees. The Director also chairs the interdepartmental committee (5 departments) on Codex Alimentarius activities and acceptance/compliance to international food standards.

The Director maintains a high level of technology transfer to members of the food industry, industry associations, scientific community, other R&D centres and provincial ministries. Since numerous items of technology to be transferred are also considered as patentable inventions and/or licensable "know how", coordination with Canadian Patents and Development Ltd., and recipients of licensed inventions, is an essential and additionally demanding aspect in these technology transfer responsibilities.

The Director evaluates advice and recommendations received from industry technical committees, Branch or Departmental work planning meetings, Branch program coordinators and specialists, national scientific committees and his scientific staff with respect to program modifications and new programs.

The Director authorizes research projects (internal and collaborative) in support of establishment priorities and allocates human and material resources for their execution. The Director reviews and approves annual and long-term work plans for each program, reporting accomplishments, explaining deviations, and projecting plans for improving research productivity.

The Director exercises control over financial, procurement, property management and personnel activities of the Centre within Department policies and instruments of subdelegation.

A major challenge of this position lies in directing the planning processes for projects and programs in a manner to assure adequate input to problem identification from relevant segments of the food science and technology community, including the industry, and in experimental approaches from relevant scientific disciplines. In so doing the Director must arbitrate differences of opinions among scientists while assuring technical credibility and feasibility, encouraging and motivating planning in a creative and innovative manner, and considering the personal career aspirations of scientists and technicians.

Another major challenge is the identification of constraints to progress in research projects and the initiation of corrective action. The Director has authority and responsibility to authorize new and revised projects in support of the Centre's objectives, subject only to Departmental policies and the constraints imposed by the approved budget and PY allocation. New programs or projects requiring additional resources must be approved in principle and receive a budget allocation by the Director General before institution. The Director has the mandate to establish and manage collaborative research projects with private enterprises which are cost-shared and jointly managed.

Another major challenge of the position is the assurance of adequate evaluation of the numerous external proposals for contract research, grants and other funding, and the provision of suitable scientific authorities and liaison officers for review and management of the funded proposals. While financial aspects of contracts for initiation, modifications and approval are the responsibility of assigned scientific authorities and ultimately the Director.

Contacts are maintained continuously with industry technical directors, program branches of the Department (Directors, DG and ADM levels) are maintained frequently regarding supportive research projects, product evaluations, regulatory changes, marketing plans and contract research project execution. Contacts with other Departments (NRC, DRIE, Fisheries & Oceans, SSEA, CIDA, Health and Welfare, CCA) are frequent regarding review of collaborative research projects, program planning, advice on food regulations and standards, evaluation of external proposals for funding, training of students from developing countries, and other matters related to establishment activities (e.g., MOSST, DPW). Contacts with the academic community are frequently maintained on cooperative research, grants and training of scientists for the food science field.

DIMENSIONS (Constant Dollars)

| | |
|--|-----------|
| Number of Person-Years: | 59 |
| Annual Operating Budget: | \$767,263 |
| Annual Capital Budget | \$111,253 |
| Current value of grants & contracts managed: | \$511,508 |

SPECIFIC ACCOUNTABILITIES

- 1 Directs the planning, conduct, reporting, publication of results and technology transfer of research and development projects in support of Departmental, Branch, and Centre's objectives.
- 2 Ensures establishment research program objectives are achieved in a manner which will provide optimum impact upon agricultural, food industry, and scientific community.
- 3 Ensures relevance of research and optimal collaboration by maintaining continuous liaison with departmental, federal, provincial and university authorities, other research establishments and the food industry.
- 4 Identifies, negotiates, implements and reports on collaborative research projects with the private sector, and ensures appropriate procedures and measures are implemented to retain confidentiality of collaborative research undertaken with commercial clients.

- 5 Ensures timely, high quality technology transfer to the agriculture and food industry, federal departments and agencies, provincial extension services and the scientific community.

EVALUATION RATIONALE

Director, Food Research Centre

BM: O-6-A

KNOW-HOW

- G Specialized knowledge of agricultural research as it applies to the agricultural resources as food for humans including such disciplines as chemistry, biochemistry, food science, toxicology and microbiology.
- II Operational management and coordination of activities related to the utilization of agricultural resources as food for humans, such as research on food quality, food processing, development of new food ingredients, nutrition and safety.
- 3 Critical level required in motivating research staff; understanding and liaising with universities and the private sector (both of whom share R&D programs with the centre), provincial governments and other federal departments and agencies.
- 608 High number reflects great depth of scientific expertise, given the importance of food research to the Department and its many clients.

PROBLEM-SOLVING

- F Thinking within broad Departmental, Branch and establishment objectives in the provision of all research and development programs at the Food Research Centre, ensuring that goals and objectives are reached by prescribed target dates.
- 4 Creative, analytical thinking required to direct problem identification and experimental problem-solving approaches, encourage research technology in industry in areas of identified opportunity, arbitrate differences of opinion among scientists and identify constraints to progress in research projects, and initiate corrective action.
- (57) Higher percentage reflects the requirement of the position to develop novel solutions to scientific problems.

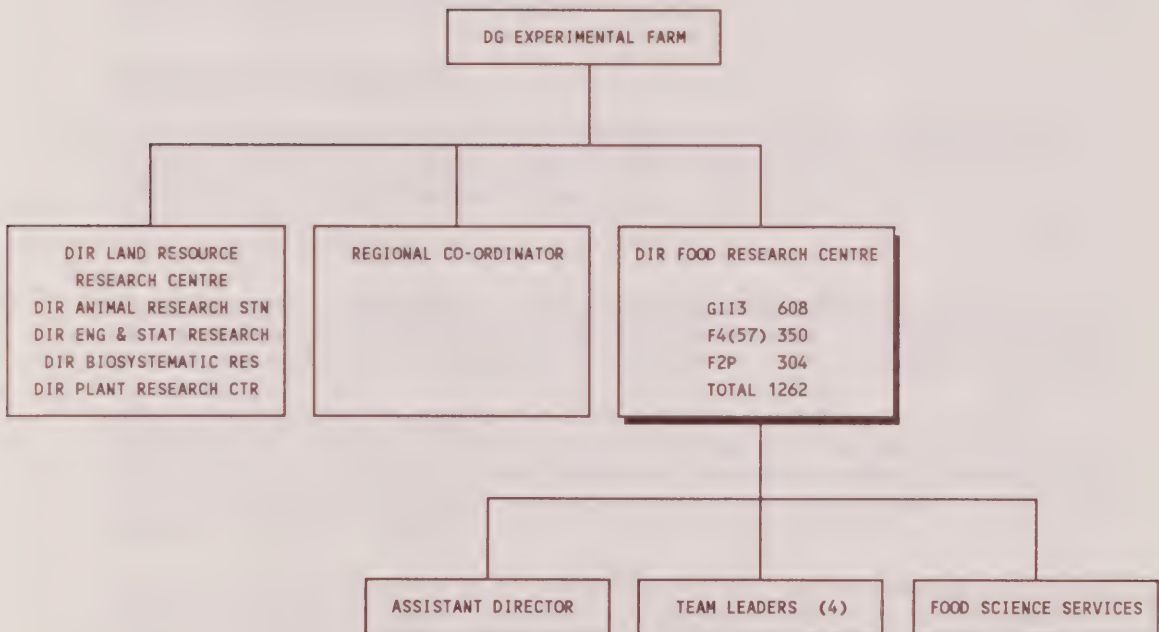
ACCOUNTABILITY

- F Reporting to the Director General, receives general direction in the orientation and formulation of agricultural research projects and procedures. Only new projects requiring additional resources have to be approved by the Director General.
- 2P Primary impact on the food research programs represented by an annual operating budget of \$767,000 with a staff of 59.
- 304 Middle number reflects a noticeable impact on contract program, and indirect impact on the Canadian food industry and the size of the budget.

SUMMARY

| | | | | | | | |
|------|-----|--------|-----|-----|-----|------|----|
| GII3 | 608 | F4(57) | 350 | F2P | 304 | 1262 | P1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-6-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-5-A

POSITION TITLE: Program Director

GENERAL ACCOUNTABILITY

Is accountable for the definition of a Canadian remote sensing satellite program which provides a pre-operational capability to supply timely ice and ocean information to marine transportation and off-shore platforms for Arctic and east coast operations, global crop and geological data and research data for monitoring the land and open oceans.

ORGANIZATIONS STRUCTURE

This is one of four positions at the fourth level reporting to the Director General, Canada Centre for Remote Sensing (CCRS). The others are: Deputy Director General; Chief, Administration; and Chief, Program Planning.

Reporting to the RADARSAT Program Director are:

Project Development Manager (staff of 6) is responsible for developing data applications and user agency participation plans, assisting in international agreements, recommending data policy options, and carrying out overall economic analysis of user services and technology exploitation.

Space Segment Program Manager (staff of 10) is responsible for defining the technical performance of the radar and the spacecraft (which also must accommodate a scatterometer and optical sensor), defining a mission control facility and the mission operations, producing cost estimates for the implementation and operating phases, and assisting in international negotiations with space partners.

Ground Segment Manager (staff of 2) is responsible for liaison with the space segment and for designing and building a ground system compatible with ERS-1 and RADARSAT, to receive, process and distribute ice and ocean data to atmosphere environment service facilities and land data to provincial and federal agencies.

ERS-1 Satellite Co-ordinator is responsible for Canadian positions on ESA program and technical committees that avoid duplication of industrial development required for ERS-1 and RADARSAT Program.

Chief Radar Scientist is responsible for scientific guidance on radar technology and applications development.

Mission Planner is responsible for planning, launch, and satellite mission.

DSS Contract Manager is responsible for contract matters.

Project Planning Officer Provides project management support.

Secretary Provides secretarial services.

NATURE AND SCOPE

The RADARSAT Project is a multi-year, multi-million dollar interdepartmental project led by the Department but with major contributions in facilities and personnel contributed by DOC and DOE. The ERS-1 satellite and the ground segment will start operations in 1989 with a 2 or 3 year life. RADARSAT obtained approval in 1986 for a launch in 1990/1991 with a 5 year life.

This project represents a new initiative to diversify the Canadian space industry from its role in communication satellites by developing a remote sensing satellite capability. Internationally, remote sensing satellites are evolving from a research and demonstration role into quasi-commercial enterprises. The RADARSAT follow-on program constitutes Canada's entry into the emerging market at the critical period before any nation has established itself as the radar satellite data supplier. As lead department, the Department coordinates Canadian resources and activities to plan for the implementation of these radar satellite systems.

General direction for the RADARSAT Program is received from the Director General, from the monthly PIC meetings, and from the Advisory ADM Committee which co-ordinates government policy on radar satellite development and implementation, conducts high level meetings with agencies planning radar satellite programs, and provides direction on major project issues.

The RADARSAT Project Office functions as a self-contained unit at its own location. Some of its activities are supported by a DOC Project Technical Office and by working groups on ice, oceans and renewable and non-renewable land resources, drawn from industry, university and government specialists throughout Canada and the U.S.A.

Major factors that affect the implementation of a remote sensing satellite program are: identifying the resource and environmental information needs of user agencies and industries and demonstrating that these needs can be economically supplied in a suitable time frame (oceans and sea-ice reconnaissance are federal responsibilities but land resources require a delineation of the federal-provincial responsibilities for the satellite data acquisition, archiving, and the derived resource information); developing user agency participation plans and cost recovery policy options; producing a Canadian industrial competence in spaceborne synthetic aperture radar technology; negotiating international agreements for collaboration; identifying the costs of the program and the resulting economic technological and sovereignty benefits.

The program is technically complex requiring expertise in synthetic aperture radar technology, satellite systems, ground stations, diverse data applications in the fields of sea-ice, oceans and land resources, and major project management techniques. Its administration requires extensive interdepartmental co-ordination, promoting the acceptance of remote sensing technology by federal, provincial, and industrial user agencies, developing cost recovery policy options and negotiating an estimated 66.5 million dollar (Constant) cost-sharing arrangements with space partners. Functions performed personally by the incumbent:

- establishing the organization, personnel, reporting structure, budget and schedule for the project and its implementation phase and providing project management,
- writing draft Cabinet papers, Treasury Board submissions and position papers on Canadian remote sensing programs,
- presenting papers and briefings to international symposia and agencies on the total program,
- reporting on the project status to the PIC, Ad Hoc Advisory Committee, and Interdepartmental Committee on Space and making recommendations on policy and program for the major issues of the project,
- establishing bilateral agreements with NASA or other space agencies and interdepartmental agreements,
- developing data policy alternatives for cost recovery from foreign and domestic users,
- negotiating the terms of international participating in the implementation phase by NASA, the UK, and possibly others for their space contributions,
- ensuring that the ERS-1 technology is used where appropriate to reduce RADARSAT risks and costs.

Major challenges include maintaining a cohesive program direction while satisfying the objectives of each department; establishing a spaceborne radar industrial competence, so as to negotiate international space remote sensing programs from a position of strength; developing relationships with the users of satellite data, particularly oil and gas companies, to convince them that they should support the program in its development and follow-on phases; producing a Cabinet submission that provides evidence of costs and benefits and analysis of alternatives.

The Director maintains contact with representatives of other departments for reporting purposes and to discuss and advise on the placement of this project within the total space program. Industrial contacts are with the executive officers of the aerospace industry, oil and gas companies and the Canadian Wheat Board to develop the long range plans of these agencies to use the satellite system. Wide ranging contacts must also be established within the remote sensing user community.

The Director is a member of the following committees: CCRS Management Committee, Canadian delegate for UK/Canada and NASA/EMR agreements on RADARSAT, and on International Earth Observation Satellite Committee, Chairman, Working Group on Satellite Technology, Institute for Electrical and Electronic Engineers, and Canadian Remote Sensing Society.

DIMENSIONS

Staff:

26, plus 4 Mission Requirements Committees totalling 60 drawn from all parts of Canada.

Ops. Budget:

25 million (Constant) over next 3 years.

SPECIFIC ACCOUNTABILITIES

- 1 Manages the RADARSAT Major Crown Project by meeting the project objectives, directing staff, ensuring financial control to stay within allocated resources, developing international cost sharing arrangements, producing Cabinet memoranda and supporting documentation.
- 2 Manages the Canadian participation in ERS-1 to ensure that maximum technology and data services can be applied to Canadian microwave remote sensing programs, and directs the design and construction of the pre-operational ground system for ERS-1 and RADARSAT to ensure the provision of "real-time" services for ice and oceans forecasts and for global crop monitoring.
- 3 Develops the government position and provides for industrial involvement in remote sensing space programs and establishes user endorsement and plans for participation.
- 4 Develops and recommends data policy options for cost recovery from domestic and foreign users.
- 5 Advises the ADM, R&T, Associate DM and Deputy Minister on remote sensing space programs and related issues.
- 6 Develops R & D programs which serve the national interest in microwave remote sensing by analyzing national and international technology policy trends.
- 7 Represents the Department or Canada at national and international meetings to present the Canadian viewpoint, maintain liaison with international bodies, and foster co-operative efforts on Canada's participation in an international program for new satellite remote sensing systems.

EVALUATION RATIONALE

Program Director

BM: O-5-A

KNOW-HOW

- G Specialized mastery of remote sensing as it applies to the Canadian Remote Sensing satellite program and a state-of-the-art knowledge of synthetic aperture radar technology, satellite systems, ground stations, diverse data applications in the fields of sea-ice, oceans and land resources, and major project management techniques.
- II Operational coordination of a research and development and implementation program which is technically complex and highly specialized.
- 3 Critical human relations skills required in motivating a staff of 26, in providing advice and guidelines on major space program issues, in negotiating agreements for international cooperation with space agencies and companies and cost sharing agreements with domestic and foreign data users.
- 528 Middle number reflects the expertise required to manage a highly technical project in cooperation with provinces and private sector.

PROBLEM-SOLVING

- F Thinking within clearly defined policies and objectives, under general direction, the position develops the government position and provides for industrial involvement in remote sensing space programs, establish user endorsement and plans for participation in the program, develop and recommend data policy options for cost recovery from domestic and foreign users, and analyze national and international policy trends.
- 4 Constructive, analytical thought required in the evaluation of the remote sensing satellite program against alternative delivery systems, industrial capability and loading, and timing of major user needs and in providing leadership and direction to the remote sensing satellite development program which includes development of part of the space radar and the complete ground system.
- (50) Lower percentage reflects input of the position to deliver project within defined mandate.

ACCOUNTABILITY

- F Reporting to the Director-General, Canada Centre for Remote Sensing, is accountable for the implementation of a remote sensing satellite program including the identification of the Resource and environmental needs of user agencies and industries, demonstrating that these needs can be economically supplied in a suitable time frame, development of user agency participation plans and cost recovery policy options; production of a Canadian industrial competence in spaceborne synthetic aperture radar technology; and negotiation of international agreements.
- 3S Shared impact on the satellite project as represented by \$25 million (constant) over three years.
- 264 Low number recognizes the degree of latitude that the project director has in managing a new Canadian initiative with the input of a number of partners.

SUMMARY

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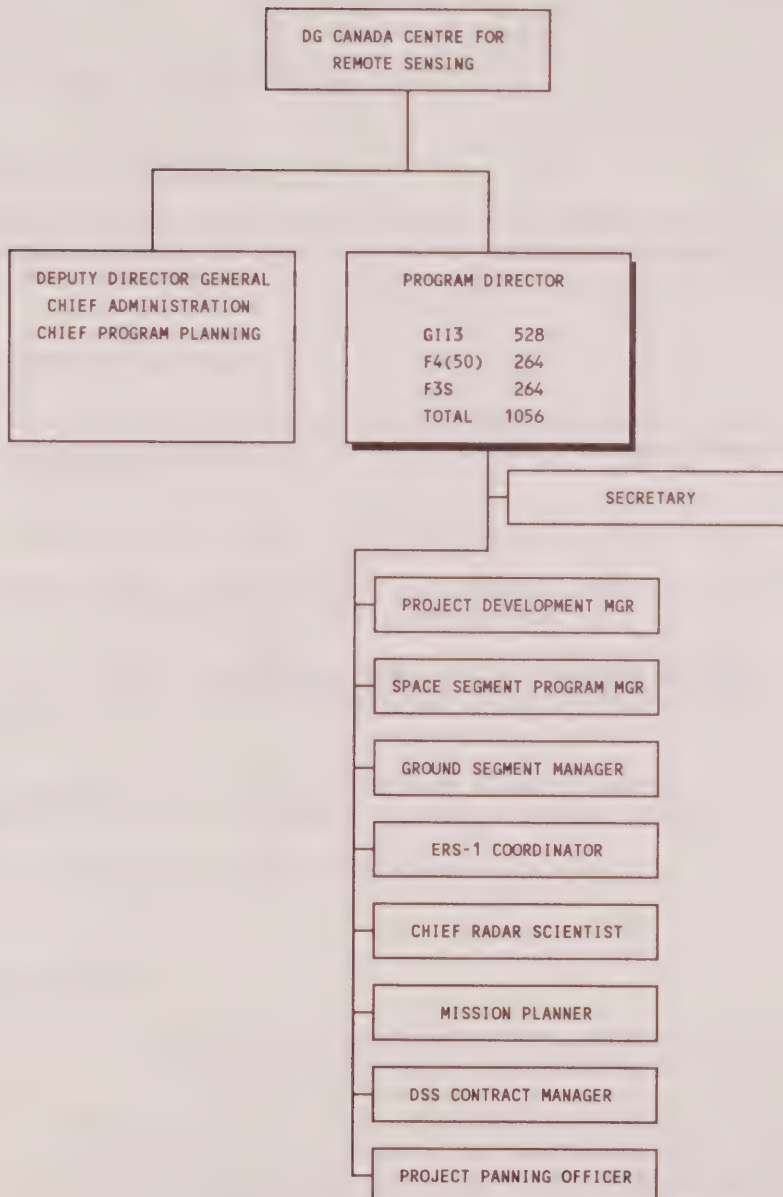
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-5-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: O-46-A

POSITION TITLE: Chief, Food Research

GENERAL ACCOUNTABILITY

Is accountable through the planning and management of a laboratory research program for the development and dissemination of scientific and technical information related to chemicals present in foods in Canada.

ORGANIZATION STRUCTURE

This is one of four positions at the fourth level reporting to the Director, Bureau of Chemical Safety. The other three are Chiefs of Toxicology Research; Toxicological Evaluation; and Additives and Pesticides.

The four positions reporting directly to the Chief, Food Research Division are.

Head, Pesticide Section: (staff of 13) directs and conducts laboratory research on pesticides and other agricultural chemicals, in foods and in biological media.

Head, Food Additives & Contaminants Section: (staff of 17) directs and conducts laboratory research on food additives, food contaminants, and naturally occurring compounds in foods and in biological media.

Methodology Officer: compiles and publishes analytical methods and manuals, and provides information on analytical methodology for the control of chemicals in foods.

Secretary: provides secretarial and administrative support services.

NATURE AND SCOPE

The Department has responsibility, inter-alia, to reduce illness and untimely death of Canadians associated with hazards in the environment, both man-made and natural.

Under the authority of the Food and Drugs Act, the Bureau of Chemical Safety is accountable for the standards of safety and use of chemicals in the Canadian food supply. This role is performed through the scientific research divisions and two scientific evaluation divisions. Within this framework the Chief, Food Research Division develops and manages a research program to provide scientific information relating to the identity, sources, quantity, distribution and biochemical effects of agricultural chemicals, food additives, food contaminants and naturally occurring chemicals in the Canadian food supply; to originate, develop and evaluate analytical methodology for the control of chemicals in foods; and to provide advice and recommendations regarding the presence and control of chemicals in foods.

Within the Division, the research programs are primarily involved with the detection and quantitative measurement of minute quantities of an extremely wide variety of chemicals in diverse biological materials and must be coordinated with other divisions in the Bureau to allow for the provision of timely and comprehensive information, advice and recommendations to the Director as to the best means of controlling or handling a particular situation. The analytical methods developed for trace quantities of chemicals must meet the stringent technical requirements of the scientific community, be legally acceptable for the regulatory control of foods, and be applicable by analysts in a variety of locations dealing with the complete scope of food products on the Canadian market.

The Chief, Food Research Division advises and assists in the development of long range goals and objectives for the Bureau of Chemical Safety, makes recommendations concerning the overall programs of the Bureau, and advises and assists in the planning of Bureau research and evaluation projects. The Chief also advises and assists in the planning of programs of inspection by the Field Operations Directorate related to the monitoring of foods and to the enforcement of food protection legislation. For such inspection programs the incumbent is responsible for the development and timely provision of the appropriate analytical methodology and therefore must closely coordinate his programs with those of the Field Operations Directorate.

A major challenge to the position is to direct and maintain an effective research program, without a corresponding increase in person-year resources, in the face of rapidly changing priorities resulting from new information continually becoming available throughout the world of the presence of an increasing number of hazardous chemicals in the food supply.

Decisions must be made to advance into new areas of research while taking into consideration the effect of reallocation of resources on other high priority areas. The necessity to react immediately to effectively deploy material and human resources in response to unpredictable crisis situations which are arising with growing frequency, and present a challenge in themselves, also results in considerable program disruption.

Advice, recommendations and decisions made by the Chief have a marked impact on public welfare, other government departments, and Canadian industry.

Frequent contact with a variety of officials in the federal departments of Agriculture, Fisheries, Consumer and Corporate Affairs and Environment is necessary to exchange information on common problems related to foods, chemicals and the means by which chemicals enter the food supply, and to ensure maximum benefit is derived from monitoring programs carried out by these various departments.

Contact is also maintained with counterparts in the US Food and Drug Administration and in the UK Ministry of Agriculture, Fisheries and Foods to discuss approaches to research, food chemical control, and to coordinate cooperative laboratory studies agreed upon at tripartite meetings.

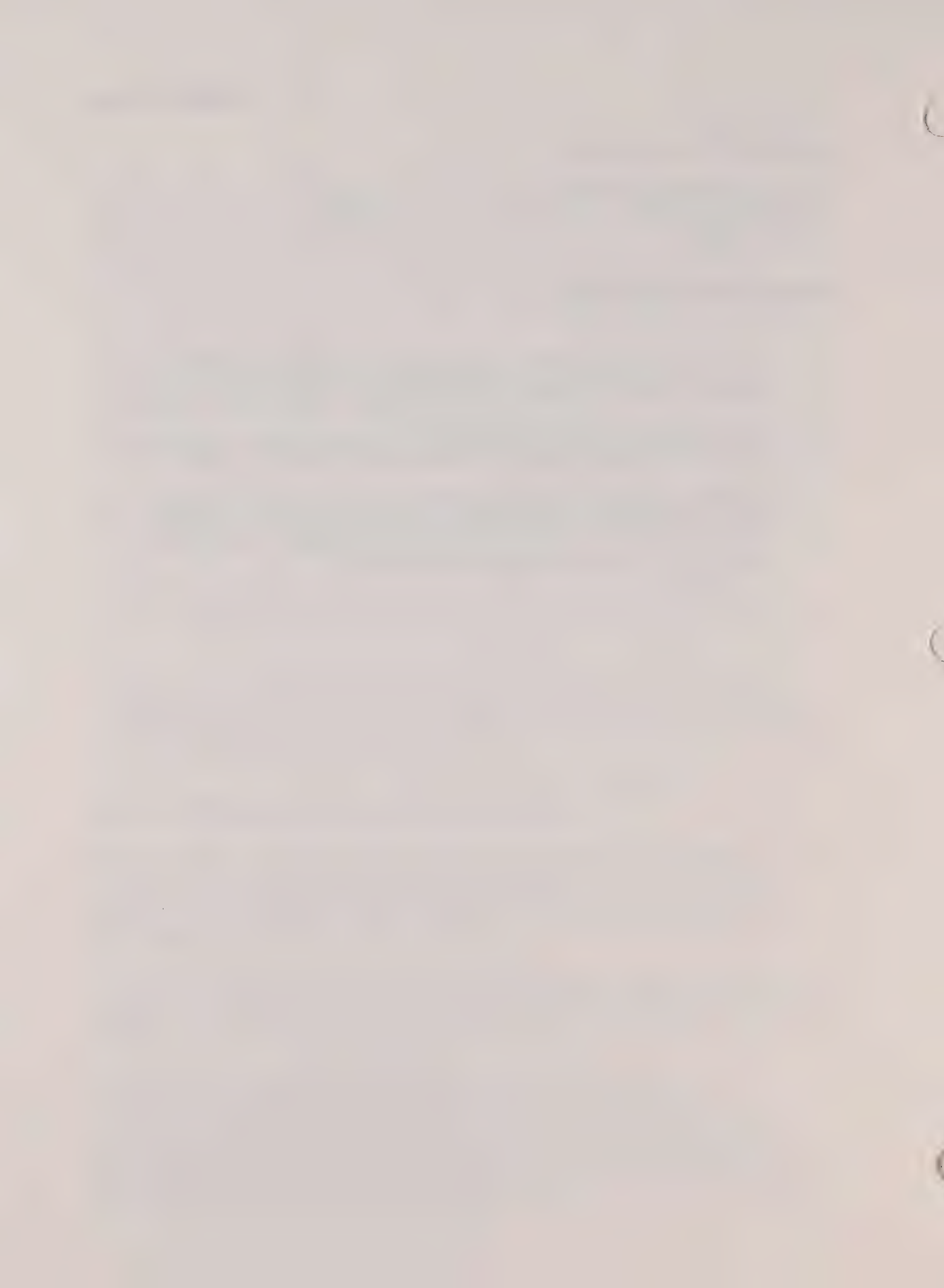
The Chief, Food Research Division serves on a variety of standing committees, ad hoc committees and task forces within and outside the Bureau, such as the Federal Inter-departmental Committee on Pesticides which advises the Government of pesticide related problems; Food Directorate representative to joint US Food and Drug Administration/US Department of Agriculture Committee on Nitrites, Nitrates and Nitrosamines; and on the Joint Expert Committees of the Food and Agricultural Organization and World Health Organization dealing with food sampling, analysis and monitoring.

DIMENSIONS (Constant Dollars)

| | |
|---|-----------|
| Number of Subordinate Staff Years | 34 |
| Annual Operating Budget (including salaries) | \$506,500 |

SPECIFIC ACCOUNTABILITIES

- 1 Identifies types, sources, quantity and distribution of chemicals in the Canadian food supply by establishment of a laboratory research program based on prioritized needs for information relating to potentially hazardous chemicals in the Canadian food supply.
- 2 Develops, through laboratory research, workable operational analytical methods for the monitoring and regulatory control of chemicals in the Canadian food supply.
- 3 Contributes to policy decisions and the development of food protection legislation relating to chemicals in foods by providing advice and recommendations based on information derived in the Division and on current developments in other countries regarding the chemistry, analysis and monitoring of foods.



EVALUATION RATIONALE

Chief, Food Research

BM: O-46-A

KNOW-HOW

- F Through knowledge of the national food research activity relating to chemicals intentionally added or inadvertently present in foods; and biochemical effects of these additives on Canadians as well as a knowledge of departmental and governmental related policies and regulations.
- II Operational and conceptual management of a national food research activity related to chemicals.
- 3 Critical level required in advising and motivating staff, in dealing with national and international organizations concerned with food and related fields, and in working with senior colleagues in providing advice on the application and interpretation of legislation.
- 460 High number is consistent with managing a group of scientific professionals with highly specialized disciplines engaged in a single sector research program.

PROBLEM-SOLVING

- E Thinking within well-defined policies and specified objectives, develops and manages a research activity to provide scientific information relating to the identity, sources, quality distribution, biochemical effects of agricultural chemicals, food additives and food contaminants in the Canadian Food Supply; and provides advice at a senior level on the application and interpretation of legislation.
- 4 Adaptive thinking challenge requiring analytical and evaluative considerations in the detection and quantitative measurement of minute quantities of a very wide variety of chemicals in diverse biological materials as well as analytical methodology for the control of chemicals in food.
- (50) Higher percentage reflects the requirement for the position to deal occasionally with novel circumstances arising out of the research program.

ACCOUNTABILITY

- E Reporting to the Director, Bureau of Chemical Safety is subject to board practice and procedures in the provision of effective food research, activity and advice. Recommendations are made to international organizations such as the World Health Organization.
- 2P Primary impact on research reflected by a budget of \$500,000 (Constant).
- 200 Middle number is consistent with the amount of direction available from the Director in supporting the Bureau's activities.

SUMMARY

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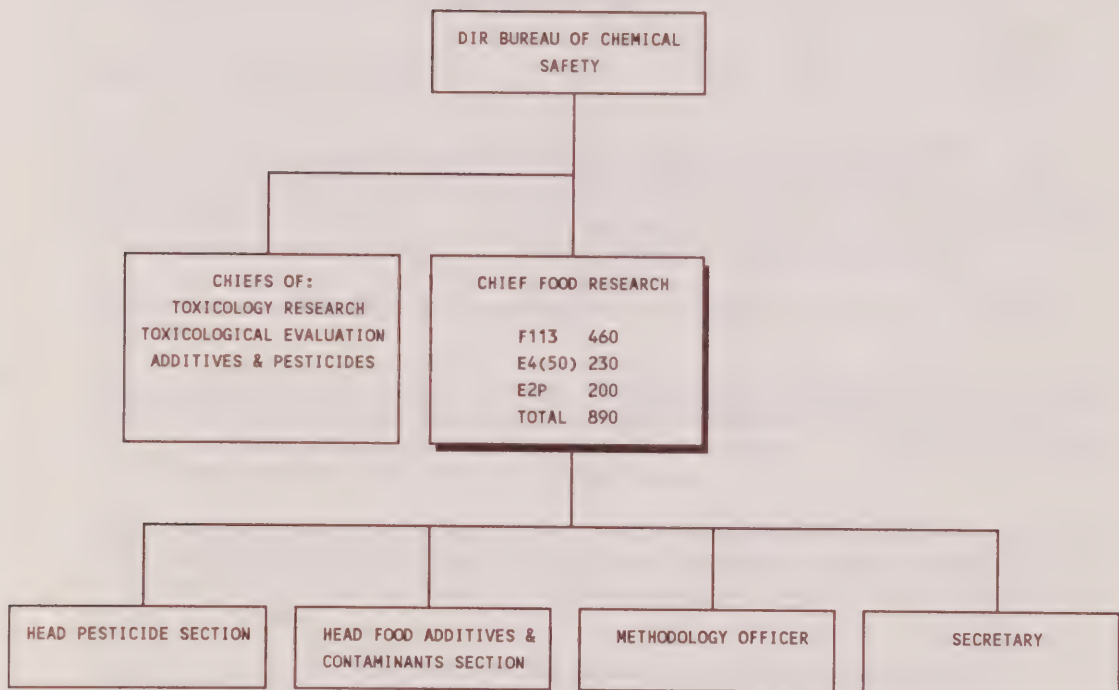
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: O-46-A



BM: O-46-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-10-A

POSITION TITLE: Assistant Deputy Minister, Health Protection

GENERAL ACCOUNTABILITY

Is accountable for developing policies and programs to provide Canadians with safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical device products, and the abuse of drugs.

ORGANIZATION STRUCTURE

This is one of eleven positions at the second level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Corporate Management; International and Intergovernmental Affairs; Policy, Planning and Information; Income Security Programs; Social Service Programs; Health Services and Promotion; Medical Services; Principal Nursing Officer; ADM Fitness and Amateur Sports; and Director General, Personnel Administration.

Specific functions of the seven positions reporting to the Assistant Deputy Minister, Health Protection are:

Director General, Field Operations (Staff of 532) is responsible for planning and implementing a national program to achieve compliance with regulatory standards of selected foods, drugs, cosmetics and medical and radiation-emitting devices sold in Canada, and to provide information to the public to help in self-protection from known hazards.

Director General, Environmental Health (Staff of 255) is responsible for national programs to identify, assess and reduce the adverse effect on human health of the chemical and physical environment and for ensuring the safety, effectiveness and non-fraudulent nature of medical devices sold in Canada.

Director General, Food (Staff of 258) is responsible for the planning, direction and management of national programs to provide for the protection of consumers from health hazards related to food products sold in Canada and the establishment of human nutrient requirements and nutrient standards for foods.

Director General, Laboratory Centre for Disease Control (Staff of 179) has National responsibilities for the development and implementation of improved laboratory diagnostic procedures and other measure to combat communicable disease agents and the surveillance of communicable and non-communicable diseases.

Director General, Drugs (Staff of 467) is responsible for the planning, direction and management of a national program to ensure that drugs for sale in Canada for human use are safe and effective, that drugs for veterinary use are effective and do not cause harmful residues in foods, that drugs subject to abuse and controlled and that cosmetics are not harmful.

Director, Central Services (Staff of 219) is accountable for the provision of effective scientific information (library), computer, financial and administrative services, to facilitate the achievement of organizational objectives, programs and projects in a timely and cost-effective manner.

Executive Director (Staff of 5) is responsible for planning, policy coordination, management practices, ATI, occupational health and safety and the management of the ADM's office, as well as providing executive support to the ADM.

NATURE AND SCOPE

The Department is responsible for a variety of programs designed to improve the social well-being of Canadians and reduce illness and untimely death of Canadians associated with both natural and man-made environmental hazards.

There are both centralized and decentralized organizational components to provide the proper environment, and allow for information exchange within and between, the scientifically oriented program areas, and to facilitate the varied field activities directed at the regulated industries, and the consuming public.

The ADM develops and directs a scientific and professional, multi-faceted program to respond to expanding needs and increasing scientific complexities.

The ADM represents the Branch on policy and major scientific issues in relation to needs of the Deputy Minister and Minister, and manages the Branch to achieve regulation over health hazards, with optimum effectiveness and efficiency in resource utilization, and with attention to relative priorities.

The ADM is responsible for negotiating with senior officials of other departments and agencies, to establish the policy to govern the development and implementation of cooperative program initiatives. This is necessary because of shared responsibility in administering regulatory legislation and policies, or because cooperative action of other departments may be necessary to achieve regulatory objectives of the Branch. For example, there is interface with Consumer and Corporate Affairs on hazardous products and food labelling; with Agriculture on pesticides; with Environment on environmental pollutants; and with Atomic Energy Control Board on radiation concerns. There are similar situations with the provincial level of government requiring the incumbent's action.

The position is responsible for ensuring that program goals and activities are developed, consistent with government policies, to remove unnecessary regulations and to obtain comments from the regulated industry and the public in the determination of policy directly affecting them.

The ADM is the senior manager of a multidisciplinary, science-based regulatory agency, dealing with a wide variety of subject matter areas including, foods, drugs, cosmetics, medical devices, biologicals, laboratory diagnostic methods and materials, environmental pollution and occupational health. The legislation administered in whole or in part, includes the National Health and Welfare Act, Food and Drugs Act, Narcotic Control Act, Radiation Emitting Devices Act, Hazardous Products Act, Atomic Energy Control Regulations and the Canada

Dangerous Substances Regulations. The clientele of the Branch is broad and includes the general public, a variety of industries, professional and scientific organizations, local, provincial and federal agencies, international agencies and foreign governments.

The incumbent operates within the terms and conditions of legislation and established policies. Changes in legislation are developed and recommended for consideration of the Deputy Minister and the Minister and in turn, Parliament. Changes in regulations and in product standards are prepared for the approval of the Minister. The position is responsible for policy decisions/recommendations on compliance as, opposed to the day-to-day decisions on seizures, etc. made at subordinate levels.

The ADM is a member of the Management Committee and is in regular contact with peers, on program and administrative matters of common interest. There is frequent contact directly with the Minister to provide briefings on policy and program matters. The incumbent chairs interdepartmental committees on program policy matters, and serves on committees and task forces, with senior government officials on such matters as regulatory reform, evaluation of scientific programs and revision of estimates presentation. The incumbent shares responsibility with the Chief Medical Officer for the United Kingdom and the Commissioner, United States Food and Drug Administration, for establishing ways and means to deal with problems of mutual concern to the three countries.

The incumbent must be aware that, in recommending policy on significant regulatory matter, he/she may cause serious problems in relationships with the regulated industries, professional organizations, provincial officials and consumers.

DIMENSIONS (Constant Dollars)

Person Years:

| | |
|------------|-------|
| Department | 8,895 |
| Branch | 1,919 |

Budgets:

| | |
|-----------------|---------------------|
| Salary | \$20,204,603 |
| Other Operating | <u>\$ 7,851,662</u> |
| Total | \$27,056,265 |

SPECIFIC ACCOUNTABILITIES

- 1 Optimizes the health, social and economic benefits to the Canadian public, by recommending long and short term strategies and objectives to serve as the basis for ministerial and government decisions for legislation, policies, priorities and related resource allocation.

- 2 Provides the fullest possible protection from controllable health hazards, to all Canadians, by directing the design and implementation of major policies, goals and strategies and related evaluation and control measures.
- 3 Ensures that the quality of scientific information generated, is recognized nationally and internationally, by establishing Branch standards for scientific and professional performance.
- 4 Represents the scientific and professional views and positions of the Branch before national and international commissions, task forces, cabinet and parliamentary committees, and the media, with respect to major health concerns, program and organizational issues.
- 5 Directs the resolution of major control issues or problems with industry, professional and private organizations.

EVALUATION RATIONALE

Assistant Deputy Minister, Health Protection

BM: P-10-A

KNOW-HOW

- G Broad experience and scientific expertise to effectively manage the program and be the Departments senior spokesperson to the public and media.
- IV Conceptual coordination and operational management of a multi-disciplinary, science-based regulator agency and related activities within the Department, for safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical device products, and the abuse of drugs.
- 3 Critical level of human relations skills to achieve compliance with regulatory standards on safety and effectiveness; to address issues with a high degree of public or political sensitivity; to discuss with other agencies or departments who share responsibility in administering regulator legislation and policies.
- 1056 Highest number reflects a tendency to comprehensive managerial know-how in view of the broad range of activities from scientific research to regulations.

PROBLEM-SOLVING

- G Thinking within generally defined policies with the main consideration on the relationship between the Department and the regulated industries, professional organizations, provincial officials and consumers.
- 4 Need for analytical thinking to evaluate scientific information and adaptive thinking to reconcile the information with the departmental goals, political sensitivity, public opinion and industrial interests.
- (66) Higher percentage reflects strength in problem solving environment and emphasis on creative solutions to managerial dilemmas and policy initiatives.

ACCOUNTABILITY

- G Accountable for developing policies and programs for safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical devices products, and the abuse of drugs.
- 4P Primary impact on the health protection program as represented by a \$27 Mil (Constant).
- 800 Middle number indicates strength on freedom to act in bringing regulations on health hazards, solid budgetary amount and indirect impact on regulated industries.

SUMMARY

GIV3 1056

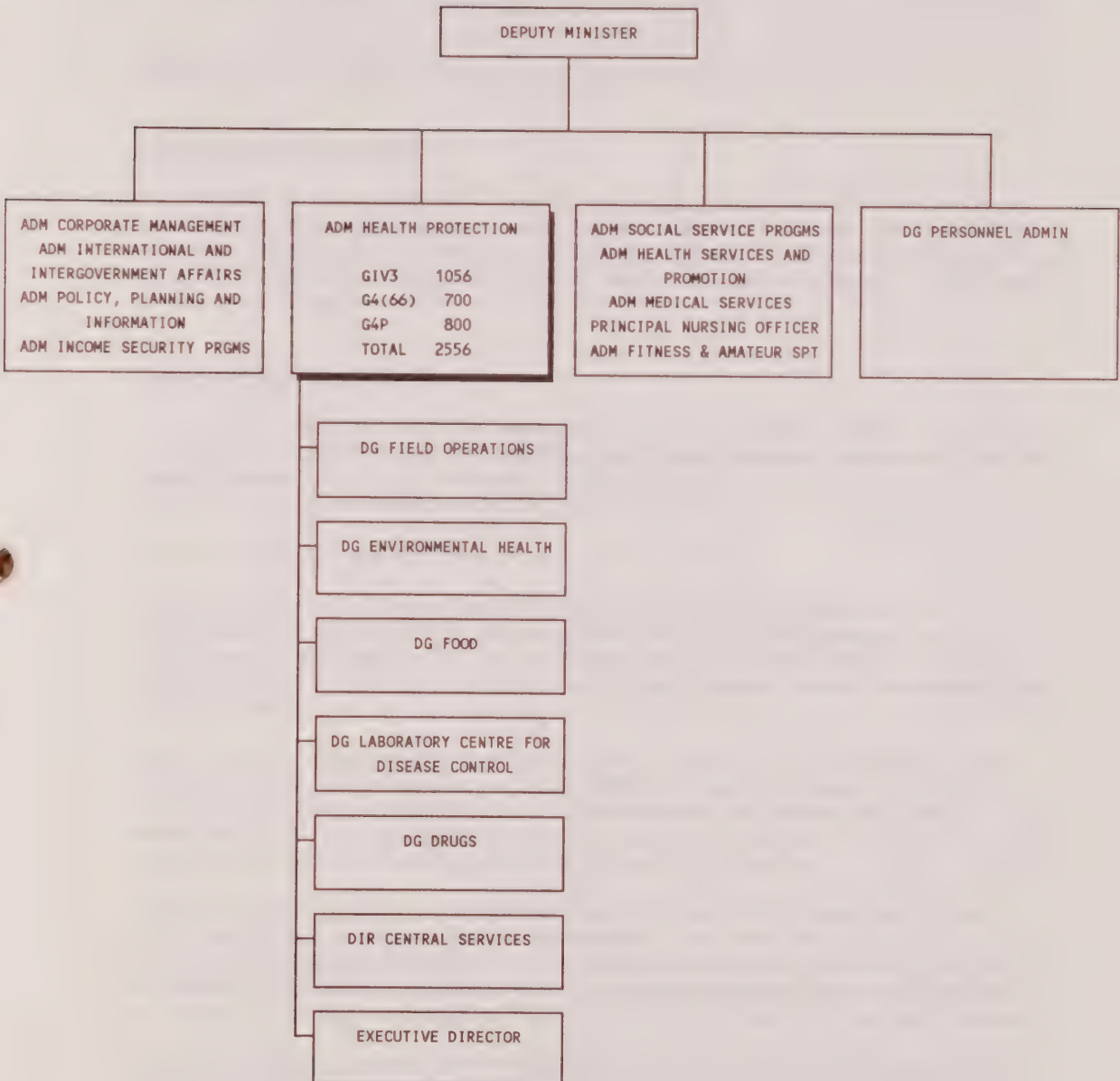
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-10-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-9-A

POSITION TITLE: Assistant Deputy Minister, Customs Programs

GENERAL ACCOUNTABILITY

Is accountable for the development of policies, procedures, systems, subordinate legislation and legislative proposals, respecting the assessment of Customs duties, taxes and other special levies on imports; for the conduct of valuation, anti-dumping, and countervail investigations, and for the resolution of final level redress decisions, on behalf of the Deputy Minister or the Minister, under Customs legislation.

ORGANIZATION STRUCTURE

This is one of ten positions at the second level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Customs Operations; Excise; Corporate Management; Directors General, Personnel; Audit and Evaluation; Directors, Public Relations; Legal Services; Departmental and International Affairs; and Internal Affairs.

Specific functions of the five positions reporting to the ADM, are:

Director General, Tariff Programs (staff of 167) is responsible for the development and implementation of national policies and programs, legislative proposals relating to the administration of tariff classification and status, drawbacks, refunds and remissions; functional direction and advice to the field; and appeals to the Deputy Minister on tariff classification and tariff relief matters.

Director General, Assessment Programs (staff of 150) is responsible for the development and implementation of national policies, programs, systems and legislative changes, required to protect Canadian business from unfair and/or injurious import competition, arising from undervaluation, dumping, subsidization and unusual marketing conditions; functional advice and direction to the field; and statutory appeals against import levy decisions.

Director, Legislative Affairs (staff of 8) is responsible for ensuring the development of the Department's customs legislative base, the management of the review and processing of prime and subordinate legislation, the initiation and coordination of activities which will ensure the development of policies and administrative changes consistent with such government initiatives and policies as Law Reform, Regulatory Reform and the new Charter of Rights and Freedoms.

Director, Adjudications (staff of 36) is responsible for ensuring that the penal provisions of the Customs and Excise Acts are applied in a uniform and equitable manner across Canada; making certain that citizens are treated fairly, that the penalties imposed are reasonable, equitable and suit the infraction; and ensuring that final decisions rendered on behalf of the Minister by delegation through Order in Council, are in accordance with law, equity and jurisprudence, and are defensible before the Federal Court.

Director, Management Systems and Services (staff of 38) is responsible for the development and delivery of Branch management systems in the areas of planning, programming, accountability reporting and management information and control systems; the development and implementation support of a performance measurement system for the Branch; Branch audit responses and the analysis of Cabinet Documents; the control of Branch expenditures; and the provision of administrative support services.

NATURE AND SCOPE

The responsibilities of the Department, in the Customs area, are to administer various Acts, relevant legislation and regulations, to control the movement of people, goods and conveyances entering or leaving the country, and protecting Canadian industry from real or potential injury caused by the importation of dumped or subsidized goods, as well as by other forms of unfair foreign competition.

The ADM Customs Programs manages the organization charged with the development of strategies, policies and systems governing the assessment of duties and taxes under the Customs Act, Customs Tariff and other Customs-related legislation. In addition, the ADM manages seizure and forfeiture adjudications under Ministerial Authority, disposition of assessment appeals, and development of the Department's cases for Tariff Board hearings, the conduct of valuation investigations in foreign countries, and the investigation of cases of alleged injurious dumping or subsidization of imports.

Against a background of changing economic conditions, trade patterns and legislation, the incumbent translates the legislation relating to the assessment of duties and taxes on importations, into national policies and systems for implementation. In addition, the incumbent, is responsible for contributing to the development of new legislation, through the assessment of the administrative feasibility and appropriateness of proposed measures. The ADM administers provisions for appeals to the Deputy Minister, against assessments of duty on imports.

The incumbent provides functional direction to the Customs Operations organization respecting duty and tax assessment, on such matters as the assessment and collection of duties and taxes on imported goods and collection of anti-dumping duties. In addition, the Minister and Deputy Minister depend upon the accuracy, timeliness and appropriateness of advice on highly sensitive matters related to tariff application, adjudication, Anti-dumping Tribunal and Tariff Board cases, as well as anti-dumping, valuation and countervail investigations.

The ADM establishes continuous interdepartmental relationship to bring forward Customs concerns and to influence the legislation, policies and systems of any other department having a direct impact on Customs Assessment programs. The incumbent is often called upon or must point out to other governmental officials, whether proposed legislation is practically applicable.

At the international level, the ADM serves as a departmental representative at the Customs Co-operation Council. This international forum provides opportunities to increase harmonization of Customs practices which are in Canada's interest.

The ADM represents the Department in meetings and negotiations with senior authorities from foreign countries, other federal and provincial bodies, from national, industrial and professional associations.

DIMENSIONS (Constant Dollars)

| | |
|-----------------------------|-------------|
| Department Person-Years | 9,577 |
| Staff: | 402 |
| Operating Budget: | \$3,876,623 |
| Duties and Taxes collected: | 1.6 billion |

SPECIFIC ACCOUNTABILITIES

- 1 Develops and establishes appropriate rules, policies, systems and procedures for the assessment and collection of Customs duties and taxes, which are consistent with government fiscal and economic goals and objectives and the laws of Parliament.
- 2 Monitors Customs Operations application of assessment rules, policies, systems and procedures, to ensure equity and consistency.
- 3 Seeks to the greatest extent possible, increased harmonization of world Customs practices to facilitate international trade and prevent Customs fraud and tax evasion.
- 4 Administers headquarters Customs assessment operations, such as anti-dumping, countervail and valuation investigations, and redress decisions under Customs-related legislation.
- 5 Provides effective executive management in keeping with sound managerial principles, personnel and financial practices, for greater managerial accountability and responsibility, and contributes to overall direction and management of the Department, through participation as a member of various management committees.

EVALUATION RATIONALE

ADM, Customs Program

BM: P-9-A

KNOW-HOW

- G A thorough knowledge of the Customs Program is required in order to manage the development of all assessment programs which meet the requirements of the Department as a whole, the Customs Operations Branch and the client population served. Thorough knowledge is required of Customs redress functions of an assessment and operational nature. In addition, the Assistant Deputy Minister is required to possess a broad knowledge of all departmental programs in order to fulfill the advisory role on the departmental Priorities and the Departmental Management Committees which assist the Deputy Minister in the general management of the Department.
- IV Management of one of the major branches of the Department with responsibility for policy, systems, and legislative development for the Customs assessment functions. This significantly affects total Department planning and operations, as front line personnel for assessment functions are located within the Customs Operations Branch.
- 3 The managerial and advisory roles of this position make the possession of a high level of human relations skills critical.
- 920 Middle number reflects the management of a policy development function with contribution to a highly operational program.

PROBLEM-SOLVING

- G The management of policy, program and systems development for the Customs assessment functions, the advisory role played on the departmental management committee and the departmental priorities committee all require the ADM to think within general policies, principles, and goals.
- 4 Adaptive thinking challenge with evaluative, analytical and interpretative considerations required to identify and rectify program deficiencies and to propose entirely new and radically different programs.
- (66) High number reflects a tendency to the uncharted thinking challenge, because of the management of program, innovations, and major changes requiring major involvement in overall departmental planning and priorities setting.

ACCOUNTABILITY

- G Reporting to the Deputy Minister, the incumbent receives general guidance in the form of priorities, and manages the provision of policy, program, and legislative development services for the Customs assessment functions as well as managing the departmental Customs redress activities. The incumbent has a major contribution to the overall departmental planning and priority setting.
- 3P Prime accountability on program as represented by a salary and O&M budget of \$3.8 million (constant).
- 608 Middle number reflects the size of budget and the developmental nature of the position.

SUMMARY

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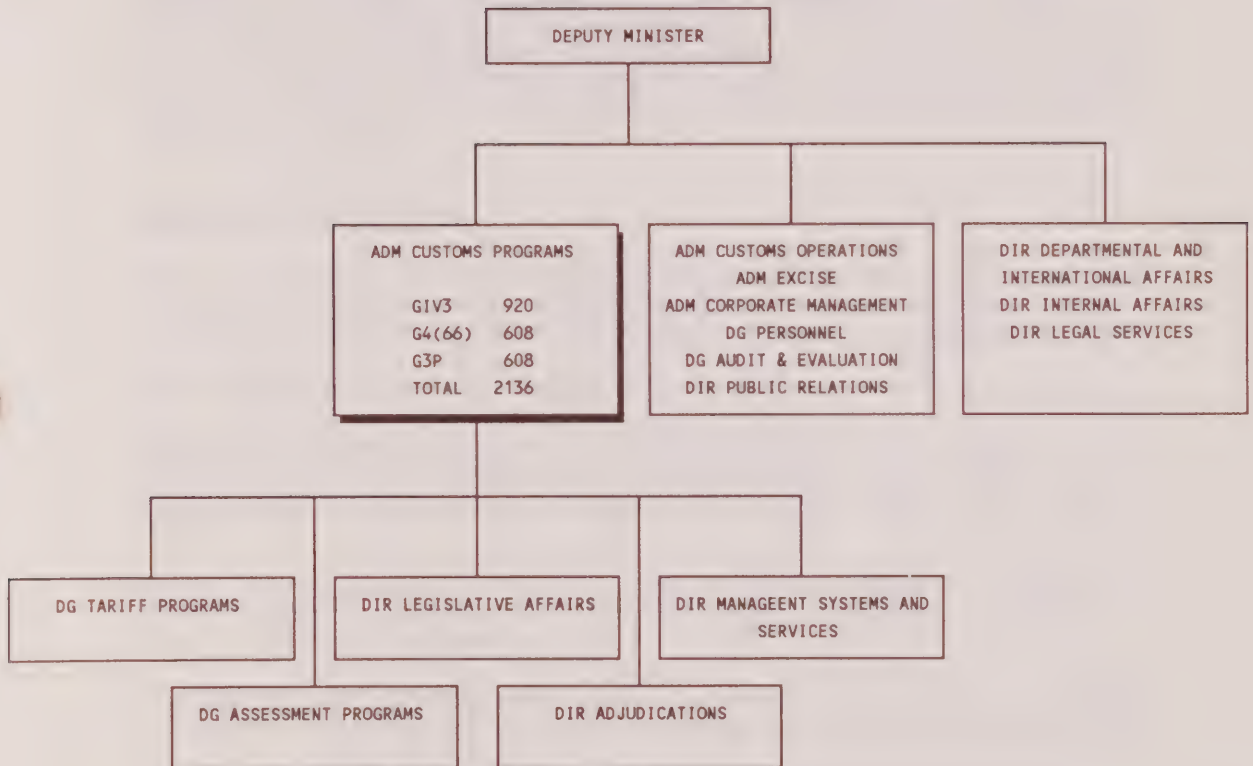
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-9-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-8-A

POSITION TITLE: Director General, Nuclear Safety

GENERAL ACCOUNTABILITY

The Director General, Nuclear Safety (DGNS) is accountable for the development, coordination and verification of a comprehensive nuclear safety program for the Department. DGNS is also responsible for the Department's Nuclear Safeguards Program, which is required as a result of Canada's ratification of the Nuclear Non-Proliferation Treaty. In addition, DGNS is responsible, in the case of nuclear safeguards for maintaining the reputation of Canada in the eyes of the world, in her commitment to the non-proliferation of the Department's nuclear technology for atomic weapons purposes.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Vice Chief of Defence Staff. The others are: Chief of Intelligence and Security (CIS); Director of Flight Safety (DFS); Director of General Safety (DGSafe); and Director of Infrastructure Planning and Co-ordination (DIPC).

Specific functions of the five positions report to the Director General Nuclear Safety, are:

Director, Nuclear Safety Analysis (Staff of 12) is responsible for the detailed analysis of proposed and actual nuclear systems, to ensure their absolute safety, and for the audit of these systems to ensure compliance with the Department's nuclear safety policies, regulations and standards.

Director, Nuclear Safety Policy (Staff of 9) is responsible for the development of departmental policies, regulations and standards governing reactor and nuclear safety, safeguards of fissile material and nuclear non-proliferation.

Director Nuclear Safety Compliance (Staff of 19) is responsible to ensure and verify compliance by departmental organizations, with established nuclear safety policies, standards and regulations.

Head, Safety Board Secretariat (Staff of 1) provides coordination, support and technical secretariat services to the Nuclear Safety Advisory Board and the Nuclear Safety Authorizing Committee of the Nuclear Safety Regulatory Group (NSRG), and maintains control of the Department's inventory of authorizing documents for nuclear propulsion systems, installations and facilities.

Head, Technical Assistance responsible for proactive verification of the perceptions on the part of the several groups with special interests in the nuclear program, and in the adequacy of the Department's nuclear safety program. The Head, Technical Assistance will advise DGNS of potential problem areas in these perceptions, and of effective means to address them. In additions, will provide executive technical assistance and long term personnel planning to DGNS.

NATURE AND SCOPE

This position has been created as a result of a major shift in the Canadian defence policy. The White paper tabled on June 5, 1987 is a blueprint for a new national security policy and a revised maritime strategy, as it provides for the creation of a three-ocean navy and the acquisition of a fleet of nuclear powered submarines. This represents, in terms of capital as well as operation and maintenance, the largest program of its kind ever undertaken by the federal government.

The Director General, Nuclear Safety (DGNS), responsible for ensuring the adequacy of all facets of nuclear safety in the Department, is key in ensuring the success of departmental nuclear propulsion programs. While the safety of the design and maintenance of nuclear systems is the responsibility of the Director General, Submarine Engineering and Maintenance (DGSEM), with nuclear submarine operations being conducted by Maritime Command (MARCOM), this position has the responsibility of regulating all aspects of nuclear safety in these areas, through the development of nuclear safety policies, regulations and standards, and the verification of their implementation. DGNS is empowered with the authority to audit all facets of the Department's nuclear power program, and to issue "stop work" orders in the event that nuclear safety is judged to be at severe risk. This is an ongoing process in which DGNS has the authority to approve or reject existing and proposed DND nuclear systems and technology, on the basis of the adequacy of their safety.

DGNS is unique in that the position reports to both the Deputy Minister and the Chief of the Defence Staff through the Vice Chief of the Defence Staff. In this way DGNS remains at "arms length" from both the engineering staff of ADM (Materiel) and the operational staff of MARCOM and other Commands. Both the reporting level and the degree of authority vested in this position, are indicative of the importance attached to it. A "stop work" order could result in the shutting down of a shipyard production line or the suspension of nuclear submarine fleet operations. Always cognizant of this authority, the Director General must maintain good, harmonious relationships with senior departmental officials and with high ranking military officers, while meeting his/her responsibility to the Minister. Under the National Defence Act, the Minister is ultimately accountable for the adequacy of departmental nuclear safety and safeguards programs.

The role of this position is similar to that of the Atomic Energy Control Board (AECB) in the Canadian civilian nuclear power program. DGNS will consult with the AECB in developing DND nuclear safety regulations and licensing procedures. The Director General will consult with Health and Welfare Canada on health physics standards, and on environmental and other issues related to the Department's radiological safety programs. Energy, Mines and Resources Canada and environmental concerns relating to nuclear safety. In addition, DGNS will deal with project managers NHDQ divisions and Canadian Forces Commands, as well as foreign Departments of Defence on the broad range of nuclear safety matters. Discussions will be required on a regular basis with the Department's contractors concerning nuclear safety matters and associated problems. All liaison will be at the level of senior management.

DGNS represents the Department's expertise in terms of nuclear and radiological safety. As such, DGNS will testify on behalf of the Department before parliamentary committees of both the House of Commons and of the Senate. Further, DGNS must ensure that an appropriate departmental image on nuclear and radiological safety is conveyed to the media and to the public.

The Director General plays a key role in setting departmental strategy on nuclear programs, in referring related matters (such as proposals on safety in the siting of shore facilities for nuclear powered submarine and on radiation dose management) to the Nuclear Safety Advisory Board, which also reports to the Deputy Minister (DM) and the Chief of Defence Staff (CDS), and to the Nuclear Safety Authorizing Committee which is co-chaired by the DM/CDS and reports to the Minister of National Defence. The Director General, along with the Nuclear Safety Advisory Board, is one of the main contributors to the Nuclear Safety Authorizing Committee.

DIMENSIONS (Constant Dollars)

| | |
|--------------------------------|------------------|
| Department Person-Years | 33,584 |
| Acquisition Cost, SSN program: | \$9 Mil (annual) |
| Staff: | 43 |
| Annual Budget (inc. Salaries) | \$679,220 |

SPECIFIC ACCOUNTABILITIES

- 1 Develops and promulgates nuclear safety policies, guidelines and regulations.
- 2 Assesses and approves proposed designs and design changes to the SSN fleet which need standards of nuclear safety.
- 3 Audits operations in all Commands to ensure compliance with nuclear safety policies and regulations.
- 4 Defines problems, investigates incidents and orders appropriate corrective action.
- 5 Defines limits for exposure of personnel to radiation, standards for dosimetry and for exposure histories.
- 6 Defines standards for education and training of personnel to ensure reactor and radiological safety.
- 7 Audits the adequacy of the Department's preparedness to respond to nuclear emergencies.
- 8 Establishes Department's nuclear safeguards policy and verifies the adequacy of its implementation.
- 9 Conveys an appropriate image of the Department on nuclear and radiological safety to the media and to the public at large.

EVALUATION RATIONALE

Director, Nuclear Safety and Compliance

BM: P-8-A

KNOW-HOW

- H Exceptional mastery required in the fields of nuclear physics/engineering at the national and international levels.
- II Conceptual coordination of a Department-wide function, the nuclear submarine program, which is a major departmental program.
- 3 Critical level required in achieving the successful implementation of this program.
- 800 Selection of high number reflects the degree to which expertise must be recognized by Canada's partners abroad.

PROBLEM-SOLVING

- G The major challenge of this position is the establishment of a credible nuclear program with regard to the safe design, acquisition, construction and maintenance of the submarine fleet.
- 4 Adaptive thinking required in the comprehensive analysis of all departmental nuclear designs and operations to ensure a safe program.
- (57) Reflects the requirement to ensure technical capability meets human safety requirements.

ACCOUNTABILITY

- G Reporting to the VCDS is accountable for the development, implementation and coordination of a comprehensive audit of the departmental nuclear power programs to ensure design and operational safety.
- 3C Contributory impact on project as represented by an annual program outlay of \$9 Mil annually (Constant).
- 400 Middle number reflects the importance of action as senior public servant in field, and the guidance received from Vice Chairman of Defence Staff.

SUMMARY

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Section 1: Introduction

The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and deliverables. This section will outline the key goals and the expected outcomes of the project. The project is designed to address the current challenges faced by the organization and to implement a solution that will improve efficiency and reduce costs. The following sections will provide a detailed description of the project's components and the timeline for completion.

Section 2: Objectives

The primary objective of this project is to develop a new system that will streamline the current process. The system will be designed to handle a large volume of data and to provide real-time reporting. The project will also aim to improve the overall quality of the data and to ensure that the system is easy to use. The following table outlines the key objectives and the expected outcomes of the project.

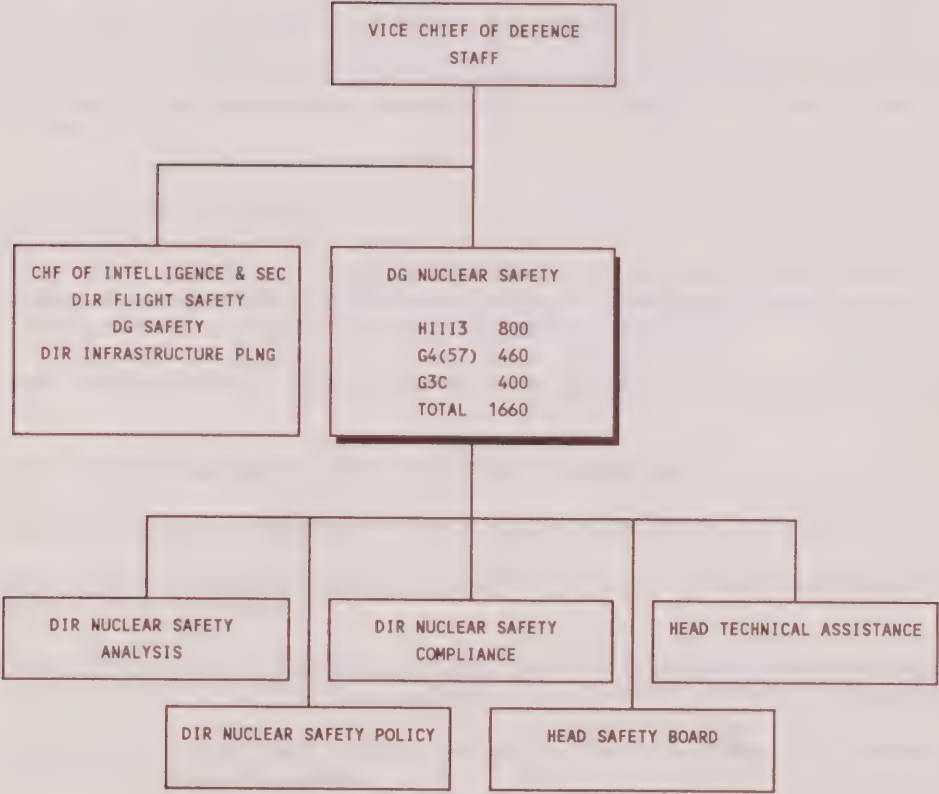
Section 3: Scope

The scope of this project is defined by the following criteria: the project will focus on the development of a new system that will handle a large volume of data and provide real-time reporting. The project will also aim to improve the overall quality of the data and to ensure that the system is easy to use. The project will be completed within a specified timeline and budget. The following table outlines the key components of the project and the expected outcomes of the project.

Section 4: Deliverables

The deliverables of this project are defined by the following criteria: the project will deliver a new system that will handle a large volume of data and provide real-time reporting. The project will also deliver a comprehensive report on the project's progress and the expected outcomes of the project. The following table outlines the key deliverables and the expected outcomes of the project.

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-8-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-7-A

POSITION TITLE: Executive Director, Intellectual Property

GENERAL ACCOUNTABILITY

Is responsible for the effective management of varied activities to promote the development and effective exploitation of inventions, innovation and creativity in Canada.

The Executive Director is also Deputy Commissioner of Patents and Deputy Registrar of Trade Marks and, as such, discharges the statutory duties and responsibilities delegated to those positions.

ORGANIZATION STRUCTURE

This is one of four positions at the third level reporting to the Assistant Deputy Minister, Bureau of Corporate Affairs. The others are: Director, Bankruptcy Branch; Director, Corporations Branch; Director, Planning and Management Services.

Specific function of the six positions reporting to the Executive Director, Intellectual Property, are:

Director, Patent Examination (staff of 204) examines applications for patents.

Director, Trade Mark Examination (staff of 27) examines applications for trade marks.

Director, Documentation and Registration (staff of 194) provides all support services for patent and trade mark operations.

Director, Information and Technology Exploitation (staff of 41) manages patented technology assessment, forecast, search and dissemination functions, plus the Directorate's field operations.

Director, Copyright and Industrial Design (staff of 16) examines applications for industrial designs and registration of copyright.

Director, Operational Planning and Research (staff of 15) is responsible for operational research and policy development, planning, international affairs, compulsory licensing, maintenance of standards of technical and professional conduct of registered patent and trade mark agents, and provides financial and administrative services to the Director.

NATURE AND SCOPE

The Canadian intellectual property operations are among the largest and most efficient in the world. The patent operation, for example, is the 5th largest in the world in terms of annual volumes of applications and patents. Further, over 90% of Canadian patents each year are granted to foreigners, underlining at the same time the importance of Canada as a market for foreign technology, and Canada's dependence on accessing foreign technology to support economic growth.

The Directorate's patent holdings represent the largest repository of technological information in Canada, with some 20 million documents from all of the major industrialized countries of the world. These documents include a full and complete technical disclosure of the invention for which each inventor has been given an exclusive right by the issuing country. Less than 30% of this information is ever published in any other form. The government has confirmed that a more business-like approach to the use of patent information must be adopted in Canada.

Internationally, Canada is under mounting pressure from its key trading partners, including Japan, the European Community and, most dramatically, the U.S., to significantly "strengthen" (by abolishing the compulsory licensing of pharmaceutical, for example) the administration of our intellectual property system. Both bilateral (with the U.S.) and multilateral (preparation for next round of the GATT) trade talks have placed the issue of national intellectual property system administration as a non-tariff barrier to trade near the tops of the respective agendas. Further, there is direct pressure on Canada to consider the concept of a single North American intellectual property system, based on the U.S. model. Such, of course, would impact most fundamentally on Canadian sovereignty.

The Executive Director ensures that the Canadian intellectual property system and its administration to recognize, address and support national goals and government priorities respecting trade, industrial and economic development. The Executive Director provides essential policy direction to discussions and negotiations, not only with senior officials of other departments and domestic agencies, but also with representatives of foreign governments and international organizations.

Canada adheres to a number of international treaties and conventions relating to industrial and intellectual property. It is the responsibility of the Executive Director to ensure that the Directorate is fully aware of international issues and activities and, through active participation, seek to further Canada's interests, while at the same time ensuring, through negotiations, that Canada contributes fairly to the international system.

The Directorate is commencing large scale automation initiatives, comparable to and in cooperation with similar initiatives in other industrialized nations. The purpose of automation is to ensure, first, that the Canadian Patent Office will be able to continue to carry out its functions of patent examination in the future, when international patent document exchange is carried out electronically and, second, to ensure that Canadians everywhere will be able to have ready access to the technological information disclosed in patents. It is an on-going responsibility of the Executive Director to obtain necessary approval and funding for Canadian automation initiatives, to negotiate agreements for cooperation and data sharing with foreign jurisdictions, and then to implement such initiatives in cooperation with foreign intellectual property administrations.

The working environment is characterized by a broad range of technically and legally complex issues: statutes, treaties, economic, financial and societal factors. The formulation and development of policy in this environment, requires a thorough knowledge and understanding of intellectual property law and jurisprudence, the intellectual property system, and the economic and social impact of its administration, industrial development strategies, administrative law and international affairs, including trade.

The Executive Director has full responsibility for operational matters in the Directorate and provides authoritative policy advice to the ADM, Corporate Affairs, other senior officials both within the Department, in other departments, provincial governments and the private sector. The incumbent's role is to represent the Department in negotiating and discussing issues in relation to the intellectual property system in international trade negotiations, the provision of regional access to the intellectual property system, technology assessment and forecasting, in support of federal and provincial industrial development funding, and improving awareness and understanding of the intellectual property system.

Additionally, the Executive Director maintains close contact with senior officials of the World Intellectual Property Organization (WIPO) and national intellectual property offices in, for example, the United States, Australia, Sweden, France, and the United Kingdom, as well as Third World countries.

The Executive Director has full decision making authority for the Directorate or the Bureau, on a number of committees - e.g. the Executive Director represents Canada on the Permanent Committee for Patent Information of WIPO, and the Department on the Interdepartmental Committee on International Science and Technology Statistics chaired by Statistics Canada.

DIMENSIONS (Constant Dollars)

| | |
|-----------------------------|---------------|
| Department Person-Years | 2,222 |
| Number of subordinate staff | 487 |
| Annual operating budget | \$5.8 million |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the efficient and effective administration of the intellectual property system by defining missions, establishing priorities, developing plans, establishing performance standards, evaluating performance, allocating resources and controlling expenditures of the Directorate.
- 2 Ensures that intellectual property legislation and operations evolve together in response to changing national priorities and needs.
- 3 Provides leadership in the introduction of change in intellectual property programs, so as to shift operational focus from an exclusively examination orientation to an information dissemination and technology transfer orientation.

- 4 Provides expert opinion and advice to the Commissioner/Registrar, ADM and other senior officials, and guidance to Branch Directors, to resolve complex problems and situations in patents, trade marks, copyright and industrial design.
- 5 Ensures that the administration of the Canadian Intellectual Property System is taken into account in the development of economic and industrial strategies, and that the operations of the Directorate are responsive to the needs of such strategies.
- 6 Avoids duplication of efforts to resolve common operational problems, and provides aid to developing countries attempting to establish national intellectual property offices, through liaison with the World Intellectual Property Organization (UN), participation in multilateral and bilateral cooperative ventures with other foreign national intellectual property offices.

EVALUATION RATIONALE

Executive Director, Intellectual Property

BM: P-7-A

KNOW-HOW

- G Specialized mastery of concepts, theories and techniques in the field of intellectual property, both from legal and technical points of view, including patents, trade marks, copyright, and industrial design.
- III Coordination of all operational activities which are diverse in nature and objectives, including domestic activities, such as large scale automation initiatives and diffusion of technology to Canadian industry and internationally, co-operation with foreign jurisdictions to develop new strategies to avoid duplication and provide aid to developing countries.
- 3 The role in coordinating the operational activities of the directorate, and in re-directing the mandate of the patents operation requires critical human relations skills.
- 700 Middle number recognizes the role of the position as departmental expert in a complex field, with national and international spheres of influence.

PROBLEM-SOLVING

- F Thinking within broad policy and objectives in developing and revising legislation, operational plans and funding strategies, and defining operational policies, guidelines and procedures for the Directorate.
- 4 Analytical thinking is required in resolving complex problems and situations in patents, trade-marks, copyright and industrial design. The environment is both technically and legally complex.
- (57) The high number reflects tendency towards uncharted thinking challenge as objectives are stated only in the very broadest terms and the position must provide leadership in the refocussing of the Directorate from an examination orientation to an information dissemination and technology transfer orientation.

ACCOUNTABILITY

- F The Executive Director is subject to broad direction and responsible for the formulation and implementation of policy and programs to promote the development and effective exploitation of inventions in Canada.
- 3P Prime accountability for Directorate as represented by an annual operating budget of \$5.8 million (Constant).
- 460 Highest number reflects the national and international responsibilities inherent in the job and the size of the budget.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-7-A

ADM BUREAU OF CORPORATE
AFFAIRS

DIR BANKRUPTCY BRANCH
DIR CORPORATIONS BRANCH
DIR PLNG & MNGT SERVICES

EXEC DIR INTELLECTUAL
PROPERTY
GIII3 700
F4(57) 400
F3P 460
TOTAL 1560

DIR PATENT EXAMINATION

DIR TRADE MARK
EXAMINATION

DIR DOCUMENTATION &
REGISTRATION

DIR INFORMATION &
TECHNOLOGY EXPLOITATION

DIR COPYRIGHT &
INDUSTRIAL DESIGN

DIR OPERATIONAL PLANNING
& RESEARCH

BM: P-7-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-7-B

POSITION TITLE: Director General, Tariff Programs

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of national policies and programs, legislative proposals relating to the administration of tariff classification and status, drawbacks, refunds and remissions; functional direction to the field concerning application of the policies, and monitoring their application; and appeals to the Deputy Head on tariff classification and tariff relief matters.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Assistant Deputy Minister, Customs Programs. The others are: Director General, Assessment Programs; Director, Management Systems and Services; Director, Adjudications; Director, Legislative Affairs.

Specific functions of the eight positions reporting to the D.G., Tariff Programs, are:

Director, Tariff Policy and Nomenclature Development (staff of 18) is responsible for developing the Canadian position on the Harmonized System (HS) related issues, at the Customs Cooperation Council's (CCC) H.S. Committee; developing and managing a legislative and administrative framework, general policies, systems, procedures and manuals; providing technical advice and assistance to Dept. of Finance regarding the development of nomenclature used in Customs Tariff; initiating and coordinating preparation of technical resource material for other departments; developing the tariff classification component of training and information packages.

Director, Primary Industries (staff of 26)

Director, Electronic, Electrical and Machinery Products (staff of 26)

Director, Transportation and Specialty Products (staff of 26)

Each is responsible for the development, implementation and control of national administration policies of a specific commodity nature for tariff classification, to ensure appropriate application, compliance and enforcement of relevant Acts, legislation, regulations and directives.

Director, Origin Determination (staff of 25) is responsible for developing national policies, procedures and systems for verifying, determining and resolving disputes concerning the origin of imported goods, for which tariff treatment is claimed under preferential trade agreements; interacting with U.S. and other foreign Customs administrations, respecting administration of the tariff related provisions of the Free Trade Agreement or other agreements.

Director, Duties Relief Programs (staff of 38) is responsible, in participation with Dept. of Finance for initiating, formulating and implementing programs and developing policies; managing duty relief programs to improve Canadian manufacturing competitive position in domestic and world markets; approving Canadian position on Temporary Entry Convention; approving systems and methods for providing policy advice, guidance and direction to regional staff, importers, and Canadian manufacturers; maintaining regularly scheduled program for auditing operations and authorizing enforcement action.

Director, Prohibited Importations (staff of 11) is responsible for developing and enforcing national policies, procedures and systems for classifying and prohibiting the entry of goods of a treasonable, seditious or obscene nature, or which constitute hate propaganda; providing a dispute settlement process for resolving requests to the Deputy Head, from importers of such material, for a redetermination of decisions taken with respect to their goods; the timely publication and distribution of information on such decisions.

Director, Administrative and Technical Services (staff of 16) is responsible for providing administrative services in the area of planning, monitoring, analyzing and evaluating Division's performance; providing personnel services; directing and coordinating the provision of automated data processing and maintenance services.

NATURE AND SCOPE

The provisions of the Customs Tariff and the Customs Act, remain key elements in Canada's industrial, economic and trade development policies. They provide the legal basis for levying duties and taxes on imported goods and for the special duties relief programs which foster industrial development, the increased production of Canadian goods, or which improve their competitiveness in domestic and world markets.

Against a background of changing legislation, economic conditions, trade patterns and rapidly evolving technology, the Director General is responsible for contributing to the development of an environment which promotes the successful implementation of Canada's industrial, economic and trade policies. The validity of complaints must be investigated, together with the financial condition and competitive position of companies or industry sectors, seeking favorable tariff or duties relief concessions. The administrative feasibility and the appropriateness of legislative proposals which are suggested as improvements, must be carefully considered. The development of national policies, systems and procedures by which the Department administers its tariff related functions, is a major responsibility.

The Director General is responsible for formulating the Canadian position on H.S. tariff classification issues which is articulated before the C.C.C.'s H.S. Committee. The decisions reached by the C.C.C. can either ease or render more restrictive, the policies and administrative practices of the Customs administrations of member countries, and could impact upon investment and/or production decisions of Canadian and foreign industry.

The sensitivity of the work, both from a domestic and international perspective, requires regular and close co-operation with senior officials from the Customs or Treasury Departments of other countries.

The Director General is also accountable for remedying defects in the tariff classification and duties relief system and for improving administration.

The Director General is also responsible for ensuring uniform, consistent and equitable interpretation and application by regional staff, of the tariff related legislation affecting goods that are imported into, or exported from Canada.

The Director General has delegated authority to make decisions on requests for redetermination or reviews, submitted to the Deputy Minister, relating to tariff classification and duties relief matters. Such requests may arise from omissions, lack of clarity or perceived inequities in the law, from technological improvements to which the law has not yet adapted, or from challenges to long standing interpretations. In reaching a decision, the Director General must carefully consider the data and the recommendations put forward, and to meet with the appellants to ensure that their views and concerns are given full consideration.

DIMENSIONS (Constant Dollars)

| | |
|-----------------------------|---------|
| Department person-years | 9577 |
| Number of person-years | 188 |
| Operating budget (constant) | \$1.79M |

National tariff and tariff relief programs administered:

| | |
|-------------------|--------|
| Drawbacks granted | \$127M |
|-------------------|--------|

SPECIFIC ACCOUNTABILITIES

- 1 Participates, with the Central Agency, in the development of tariff and duties relief provisions and programs which are compatible with the Harmonized System, or with international trade agreements;
- 2 Initiates and guides the development of policies, directives, methods and guidelines for national administration of the provisions of various Acts and Regulations having an impact upon tariff classification and duties relief matters;
- 3 Initiates or participates in the review of existing tariff classification and duties relief legislation, and carries out detailed studies of Canadian companies or industry sectors, to identify weaknesses and opportunities for improving their competitiveness through the introduction of new, or amendments to existing programs;
- 4 Directs feasibility studies on the adoption or adaptation of new tariff classification or duties relief concepts, which will impact favorably on Canadian business in general;
- 5 Efficiently and effectively operates existing duties relief programs and tariff provisions;

- 6 Formulates and articulates the Canadian position on tariff or duties relief issues before international bodies, and actively seeks support from delegates of other countries; provides advice, assistance and technical expertise to Canadian negotiators involved in sensitive trade discussions, on administration of the tariff and duties relief programs;
- 7 Provides advice to the Minister, Deputy Minister, Assistant Deputy Minister and other senior managers, pertaining to tariff and duties relief matters;
- 8 Makes decisions or recommendations to senior management on contentions and sensitive cases involving re-determinations or review of decisions taken on tariff classification or duties relief matters;

EVALUATION RATIONALE

Director General, Tariff Program

BM: P-7-B

KNOW-HOW

- G Thorough knowledge of the commercial and fiscal policies of the government which form the basis for Tariff Classification and Duties Relief programs, as well as of Canadian and world economic conditions and international agreements, particularly, the newly negotiated Canada-U.S. Free Trade Agreement, affecting these programs; specialized mastery of Tariff Classification, Status and Duties Relief principles, practices and concepts as the senior departmental expert in these areas.
- III Operational and conceptual-management of the development and implementation of Tariff Classification and Duties Relief programs for the department; coordination of departmental representation at international meetings such as the Customs Cooperation Council and the United Nations conference on Trade and Development.
- 3 Critical level in managing and motivating subordinates and in negotiating with importers' and manufacturers' representatives.
- 700 Middle number reflects the expertise required to manage a large national operation in ensuring compliance with existing legislation.

PROBLEM-SOLVING

- G Thinking within government commercial and fiscal policies as determined by the Department of Finance; the incumbent translates these policies and objectives into departmental policies governing Tariff Classification and Duties Relief.
- 4 Adaptive thinking required in identifying and evaluating issues of importance to the government and Canadian industry; in devising policies which will protect Canadian industry while remaining within the spirit and intent of international agreements and in developing productive relations with representatives of foreign governments and industry.
- (57) Lower percentage reflects the direction provided by the Central Agency, legislation and international agreements, and the responsibility of the position for translating it into departmental practice.

ACCOUNTABILITY

- F Subject to functional policies and goals in the planning, development and implementation of Tariff Classification and Duties Relief policies and programs specifically those new ones required by the Canada-U.S. Free Trade Agreement; independence in identifying, analyzing and resolving issues in these areas affecting Canadian industry.
- 3P Primary impact on the development and achievement of goals in Tariff Classification and Duties Relief with administration and operating budget of \$1.7 million (constant) and 188 staff years.
- 400 Middle number reflects the impact of the position in ensuring support to Canadian industry in the operation of the program and the size of budget.

SUMMARY

GIH3 700

G4(57) 400

F3P 400

1500

0

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-7-B

ADM CUSTOMS PROGRAMS

| | |
|--------|------|
| GIV3 | 920 |
| G4(66) | 608 |
| G3P | 608 |
| TOTAL | 2136 |

DG ASSESSMENT PROGRAMS
DIR MANAGEMENT SYSTEMS &
SERVICES
DIR ADJUDICATIONS
DIR LEGISLATIVE AFFAIRS

DG TARIFF PROGRAMS

| | |
|--------|------|
| GIII3 | 700 |
| G4(57) | 400 |
| F3P | 400 |
| TOTAL | 1500 |

DIR TARIFF POLICY

DIR PRIMARY INDUSTRIES
AND NOMENCLATURE DIVISION

DIR ELECTRONIC,
ELECTRICAL AND MACHINERY
PRODUCTS

DIR TRANSPORTATION AND
SPECIALITY PRODUCTS

DIR ORIGIN DETERMINATION

DIR DUTIES RELIEF
PROGRAMS

DIR PROHIBITED
IMPORTATIONS

DIR ADMINISTRATIVE AND
TECHNICAL SERVICES

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-5-A

POSITION TITLE: Director, Office of Toxic Chemicals Issue Management

GENERAL ACCOUNTABILITY

Is accountable for the development of a strategic direction and policy framework for the Department and the federal government, for the achievement of short, medium and long term goals on the toxic chemicals issues within Canada, with the provinces and major stakeholders and with other countries.

ORGANIZATION STRUCTURE

This is one of five positions at the fourth level reporting to the Director General, Policy and Coordination. The others are: Director, Policy and Corporate Affairs, Director, Environment/Economy, Director, Science and Energy Policy, and Director, LRTAP/Acid Rain Issue Management.

Specific functions of the four positions reporting to the Director, Office of Toxic Chemicals Issue Management, are:

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical prevention strategies.

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical remedial strategies, with specific responsibility for the particular toxic substances at issue (e.g. PCB's, dioxins).

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical remedial strategies, with specific responsibility for the particular physical plant processes at issue (e.g. laboratory procedures, storage guidelines).

Toxics Advisor is accountable for developing and implementing the toxic chemicals "Cradle to Grave" communications plan, and the establishment of consultation protocols and processes to facilitate the adoption of appropriate prevention and remedial strategies by key stakeholders.

NATURE AND SCOPE

The toxic chemicals issue is the top priority of the Department. The Canadian chemical industry contributes over \$3.7 billion (constant) to the economy, and creates over 50,000 jobs. There are over 100,000 chemicals currently in use, with over 90% of them having no human or environmental toxicological information available.

While the Department has an extensive mandate, other departments and provincial governments have roles and responsibilities. Healthy relationships with other departments and governments, both within Canada and externally, are critical to achieving the federal government's objectives. The management of chemicals takes place at all governmental levels, and must proceed within the "Cradle to Grave" framework, addressing all aspects of the chemical life cycle: research and development, introduction, manufacture, transport, distribution, use and disposal.

The Director is the focal point for toxic chemicals issue management within the Department and across the federal government, with responsibility for strategic policy, planning, communication and external relations functions for the Department on the issue and accountability, for ensuring that initiatives of other government departments are in accordance with the federal government's overall direction and objectives. This provides the foundation for the Department and the federal government to establish a sound scientific and program basis to respond constructively and effectively, both to crisis situations and for longer term proactive and preventive measures to contain the threats presented by toxic chemicals. The position presents and argues departmental views in interdepartmental, intergovernmental, bilateral and multilateral stakeholder fora, on priority issues of shared concern in toxic chemicals management.

The Director gathers intelligence on the positions and attitudes in the public, industry, federal and provincial governments and foreign governments, on a continual basis, to bring to the fore, issues directly and indirectly related to the Department and to the federal government as a whole, in the area of toxic chemicals management.

The Director is the manager of change over both short and relatively long periods of time. Key changes include, modifications to existing policies and strategies, development of policies and strategies where none exist, legislative amendment or development, and/or assessing and communicating expert opinion, and their shifts, on specific issues in toxic chemical management.

The key challenge in the position is melding the diverse interests, priorities and mandates within the Department and other government departments, into a cohesive strategic direction and policy framework that is understood and accepted. This must be translated into manageable, reasonable and achievable targets against which success can be measured and publicly demonstrated. The Director must select strategies from a range of communication, technological, scientific, economic, social and political options, all based on a strong consensus of the dimensions of the problem and approaches for its resolution. The Director must identify critical priorities and develop remedial action plans for current problems (e.g. pesticides, dioxins, indoor air quality, lead and drinking water safety) as well as prevention strategies to achieve longer term changes in approaches to chemical management.

The incumbent must establish linkages with all players and negotiate their acceptance of their roles and responsibilities, develop coordinated approaches for actions, and develop a unified Canadian strategy. To do this, the incumbent creates and manages processes to persuade other departments, provinces and stakeholders to adopt the Department's agenda and the federal government's objectives.

The toxic chemicals issue will be with the Department and the federal government for many years. A further challenge is to institutionalize the management of longer term activities within the Department, other government departments, the provinces and the private sector, while maintaining the progress and momentum gained to date. This requires establishing sound institutional arrangements for establishing priorities, objectives and standards, predicting problems, formulating intervention protocols and evaluating effectiveness.

The Director provides policy and strategic advice to the Minister, Deputy Minister and senior departmental managers on the available options for implementing a comprehensive toxic chemicals management plan. Briefings, speeches, speaking notes, responses for Question Period and Cabinet Documents, and press releases are prepared, usually within tight time frames, to recommend positions for federal-provincial and international negotiations, and to provide analysis of the impact on departmental priorities and interests of other organizations' policies and activities, and to suggest the departmental response. As well, recommendations are made on changes to legislation. Reports are prepared on the progress of initiatives, and data bases are maintained to support decision making.

The incumbent represents the Department at public meetings, seminars and conferences in Canada and the United States to explain departmental positions on toxic chemicals, and create awareness of shared roles and responsibilities.

The Director participates as a member of the Branch Management Committee to advise on the status of initiatives, and to provide input to cross-sectoral and cross-service plans and activities. As well, the incumbent chairs, provides secretariat services to and/or participates as a member of the CCREM Toxic Substances Advisory Committee, Interdepartmental Committee on Toxic Chemicals, in addition to a variety of other departmental and national working groups established on a periodic basis to focus on specific issues related to toxic chemicals.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|-------------|--------|
| Department: | 10,217 |
| Office: | 9 |

Operating Budget:

| | |
|-------------|---------------|
| Department: | \$158 Million |
| Office: | \$104,466 |

SPECIFIC ACCOUNTABILITIES

- 1 Defines and communicates the strategic direction, policies, priorities and position of the Department and the federal government, on the toxic chemicals issue.
- 2 Develops the authorities, approvals, institutional arrangements and resource requirements to meet the policy and program directions of the Department and the federal government on the toxic chemicals issue.
- 3 Provides authoritative policy and strategic advice to the Minister, Deputy Minister, Assistant Deputy Minister, and other clients to achieve the Department's and federal government's objective to manage toxic chemicals.

- 4 Develops and directs the implementation of plans for the institutionalization of toxic chemical management throughout the Department, other government departments, the provinces and the private sector, and monitors and reports on progress.
- 5 Establishes consultative mechanisms within and outside the Department to identify priorities and opportunities, formulate policies and guidelines, develop strategies and action plans, conclude agreements and monitor and report on progress across the federal government.
- 6 Develops and coordinates the implementation of communications plans to promote the federal toxic chemical positions with other levels of government, industry and the public.
- 7 Plans, organizes, directs and controls the human, financial and physical resources of the Division to effectively achieve objectives in a fiscally prudent manner.

EVALUATION RATIONALE

Director, Office of Toxic Chemicals Issue Management

BM: P-5-A

KNOW-HOW

- F Broad knowledge of science and technology theories, principles, techniques, practices and potential as applied to the management of toxic chemicals; of departmental mandate, objectives and programs, sufficient to develop institutional mechanisms for management of toxic chemicals; knowledge of federal government policies and politics sufficient to act as liaison on behalf of the Department with PCO, other federal departments and provincial governments on issues that arise; knowledge of environmental impact of other departments' policy or program activities sufficient to further a national consensus.
- III Responsibility for Department-wide coordination of toxic chemicals management, and leadership across the federal government, including the provision of strategic directions, implementation plans and communications initiatives. This is a multi-dimensional and highly complex issue.
- 3 Critical human relations skills are required in advising senior management including the ADM, DM and Minister, in furthering the Department's agenda through negotiations with other departments and regulatory agencies, and in directing and motivating staff throughout the Department.
- 528 Middle number reflects the depth of technical knowledge of both scientific subjects and political framework.

PROBLEM-SOLVING

- F Thinking within departmental objectives in developing a framework and plans for institutionalizing the management of toxic chemicals within the Department, and an awareness and communications program; thinking within broad government policy, industrial and scientific practice and understanding in furthering a national consensus on chemical management throughout the life cycle.
- 4 Analytical thinking is required in developing strategies, consultative mechanisms, and processes to further the achievement of a national consensus on the management of the issue, to support the Department's and the government's abilities to respond constructively and effectively to crisis situations and to establish a sound scientific and program basis for longer-term pro-active and preventive measures.
- (50) Lower percentage reflects the framework within which the position operates.

ACCOUNTABILITY

- E Reporting to the Director General, Policy and Coordination, is subject to managerial direction of a general nature, and is accountable for the development of strategies and plans to further the federal government's ability to achieve a national consensus on the short, medium and long term management of toxic chemicals; for developing policies and mechanisms for departmental national leadership of the issue and for establishing and maintaining information systems to monitor and report on progress.
- 5C Contributory impact on toxic chemical management in Branch as represented by an annual departmental operating and salary budget of \$158 Mil (Constant).
- 264 Middle number recognizes that the position influences regulation and processes for the Canadian chemicals industries.

SUMMARY

FIII3 528

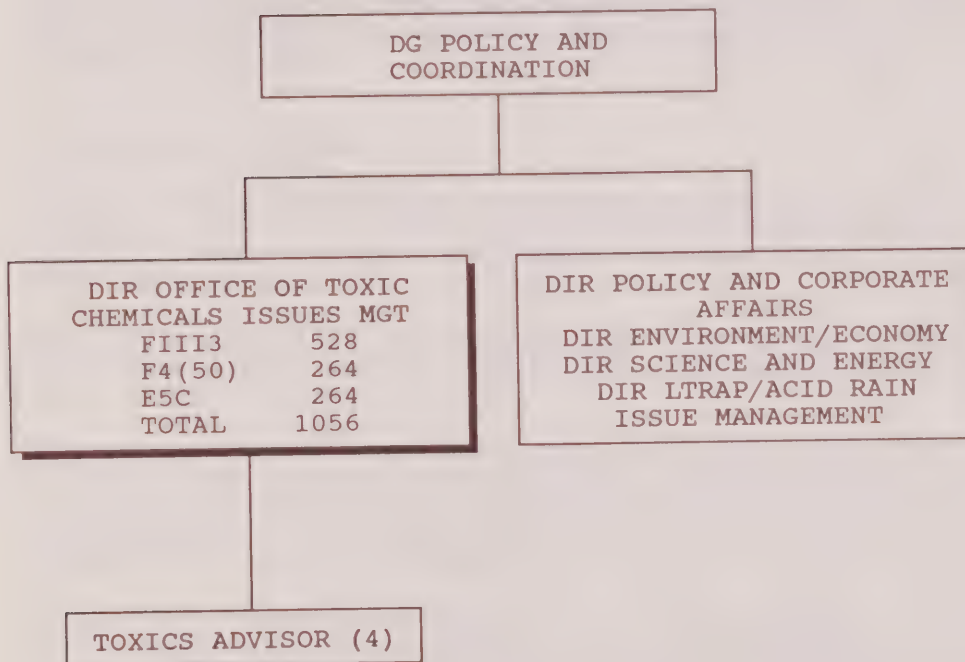
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-5-A



BM: P-5-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: P-46-A

POSITION TITLE: Director, Regional Inspection Services

GENERAL ACCOUNTABILITY

The Director, Inspection Services, is responsible for the regional implementation of national policies and programs and enforcement of the appropriate regulations, designed to ensure that Canadian produced fish and fish products meet appropriate grade, handling, identity, process, quality and safety standards, and that imported fish and fish products meet minimum standards of identity, quality and safety.

ORGANIZATION STRUCTURE

This is one of seven positions at the third level reporting to the Regional Director General. The others are: Regional Director, Fisheries Operations; Regional Director, Science; Director, Economics and Program Coordination; Director, Small Craft Harbours; Director, Management Services; and Manager, Personnel.

Chief, Field Operations (staff of 2 HQ - 78 Field) is responsible for planning, functionally directing and coordinating the inspection of fish processing establishments, fishing vessels and domestic and imported fish products.

Chief, Scientific and Technical Services (staff of 13) is responsible for the operation of the Regional Fish Inspection Laboratory, the Regional Technical Assistance program, and coordinating the technical and laboratory elements of the National Fish Inspection Program technical training programs and workshops, product recalls and provision of professional advice and guidance to the industry and to consumers.

Chief, Planning and Coordination and Review (staff of 4) is responsible for carrying out systematic management review of the regional administration of the National Fish Inspection Program; providing input to a national management information system; coordinating regional planning, management, processes and procedures for information acquisition, and providing administrative services to the Branch.

NATURE AND SCOPE

The position is accountable, for uniformly enforcing federal and provincial Fish Inspection Acts and Regulations. These Acts give the Department a mandate to inspect all fish and fish products intended for export from Canada, or for interprovincial trade, all fish and fish products imported into Canada, and most fish and fish products for intraprovincial trade.

Fish and fish products are inspected as raw material during processing, and as final products. Inspections include physical examination of vessels and processing facilities and the organoleptic, bacteriological and chemical analyses of fish, fish products, water, ice, materials and products. Imported and domestic fish products in all forms are inspected, to ensure safety, quality and labelling requirements. In addition, grading of domestically produced raw material and finished products are monitored by the Department. Products are also inspected to ensure labelling requirements are met. At the request of the buyer or seller, fish inspectors arbitrate disputes concerning the grading of raw materials.

All fish processing plants are registered and inspected for compliance with Canadian and appropriate Provincial Government Inspection Regulations for construction, equipment and operating requirements. Technical assistance is provided to industry on processing technology, plant improvement and product quality control, to assist in the production of high quality wholesome products, and continuous surveys of processing and plant conditions are undertaken. Contributions are made to the development of ways and means to upgrade quality and yields, minimize waste and spoilage, and improve techniques and equipment for handling, processing, preserving, storing and distributing fish products.

The Director is required to plan and conduct investigations of potential or existing risks to public health from domestic and/or foreign products, where hazardous and toxic substances and pathogenic micro-organisms are likely to be present.

The Director is responsible for the organization of a Regional Fish Inspection Laboratory and such field/area laboratories as are required to conduct microbiology, food chemistry and quality assurance investigations and tests of special non-recurring and recurring natures, essential to maintain products to federal and international standards and specifications.

Microbiological, chemical and organoleptic analyses, are performed by laboratory staff to acquire data on (a) the microbial flora, hazardous and other chemical composition, safety, wholesomeness, and nutritional and organoleptic quality of whole fish, fish products, and fishery by-products, produced or imported for human consumption; (b) on the microbiological quality of industrial/municipal water; (c) on compliance of food products and processing establishments with regulator requirements; and (d) on the spoilage pattern of non-exploited or under-utilized species. Products produced and/or water supplies used in all fish processing facilities in the Region, are monitored for microbiological, chemical and organoleptic quality. Water quality, harbour water, overlay water surveys and plant sanitation surveys are conducted, as are tests to confirm the sterility of canned fish, and to isolate, enumerate and identify bacteria in fish products. Quality and workmanship defects in domestically produced fish, are assessed and the data used for establishing domestic and international standards for fish products. Tests for chemical indices of freshness, spoilage and deterioration of fishery products are performed and evaluated.

Enforcement actions can include such stringent measures as product seizures and processing plant registration withdrawals, both of which have a major impact on the industry and the local community. The Director must ensure that all staff under his direction are attuned to the "exception reporting" procedures applied with the Department, and treat potentially high profile decisions are rapidly assessed by him/her and the Regional and National Inspection Directors General, so that the Minister can be informed of the issues involved. Management of this aspect of the function requires a high degree of communicative skills and process appreciation to discern the key issues, while preserving systematic lines of communication and decision making on the many less sensitive issues that are handled. An error in judgement can result in

failure to protect the marketplace and consumers, unnecessary legal action, claims against the Crown and formal complaints to the Minister.

The Director must maintain complex professional and technical liaison, advisory, consultative and working relationships with regional officials of own and other departments, provincial departments and agencies, primary and secondary fisheries industries, public organization, technical and vocational training institutes, the World Health Organization representatives of foreign governments and industries, concerning all aspects of Fish Inspection Management as they relate to Scotia-Fundy Region's Fisheries products and plants. The position has delegated authority to represent the Department, or serve as a technical advisor on a more senior representational team, at formal meetings to negotiate changes to policies, legislation and regulations, and agreements.

DIMENSIONS (Constant Dollars)

| | |
|---------------------------------|-----------|
| Person-Years: | 6,011 |
| Department Subordinate | 21 |
| Field Staff: | 78 |
| O&M Budget (including salaries) | |
| Subordinate | \$209,000 |
| Field Staff | \$891,000 |

SPECIFIC ACCOUNTABILITIES

- 1 Manages the implementation and ongoing application of the National Fish Inspection Program and associated legislation, policies, priorities, standards, practices and procedures, to ensure uniform implementation and enforcement across the region, so that Canadian produced fish and fish products meet appropriate grade, handling, identity, processing and quality standards, imported fish and fish products meet minimum standards of identity, quality and safety, and to improve both the industry's perception of the process and national and international consumer confidence in the food product.
- 2 Assesses and evaluates inspection technology research trends and developments, and formulates proposals for integrating these into initiatives to improve the delivery of inspection services and the handling, processing and transportation of fishery products.
- 3 Develops annual and long term plans and budgets for the region, monitors area operations and resources utilization and proposes adjustments to plans and budgets, so that inspection services are delivered in the most effective, efficient and economical manner possible.
- 4 Initiates prosecutions for actions taken by fishermen, carriers, processors and importers in contravention of legislation and regulations; and orders cessation of production, seizes products, directs reprocessing, or holds, pending higher authority or Court decision.

- 5 Approves certification of vessels and registration of processing plants, and recommends actions through the RDG to the DG Inspection, where a corporate decision or approval is necessary.
- 6 Advises regional, national and international committees, commissions and agencies as designated by the corporate Director General Inspection, or the RDG, concerning Fish Inspection systems, standards and specifications.
- 7 Participates, as a member of the Regional Senior Management Committee, in the formulation of Regional objectives, policies and plans, with particular responsibility for advice on the operational aspects of inspection management.
- 8 Establishes and maintains professional and technical standards of work within the Scotia-Fundy Region, and manages human and material resources effectively and efficiently.

EVALUATION RATIONALE

Director, Regional Inspection Services

BM: P-46-A

KNOW-HOW

- F Extensive experience in food chemistry; biochemistry; bacteriological sciences; related specialist field; laboratory analytical methods and techniques; fish handling and processing technologies; packaging and distribution methods; inspection procedures and techniques for vessels, plants and products; and the fish processing industry.
- II Operational management of regional programs for fish inspections, including inspection related enforcement, vessel certification and registration of processing plants, and applied and developmental research in the handling, processing and distribution of fish and fishery products.
- 3 Critical level in motivating staff and resolving disputes with industry regarding the application of regulations.
- 460 Highest number reflects a very high degree of specialized scientific know-how because the position is the regional expert in these fields.

PROBLEM-SOLVING

- E Thinking within program and scientific objectives, resolving scientific analysis problems or action. Delivers the regional Inspection program within the policy and program delivery framework developed by the Corporate Functional Head.
- 4 Adaptive thinking is required in achieving uniformity of regional regulatory enforcement at a level that ensures safety, quality and fair market practices, without undue restriction to industry as well as proper administration of the vessels certification and of processing plants' registration programs.
- (43) Lower percentage indicates the degree of guidance available from HQ and regional management.

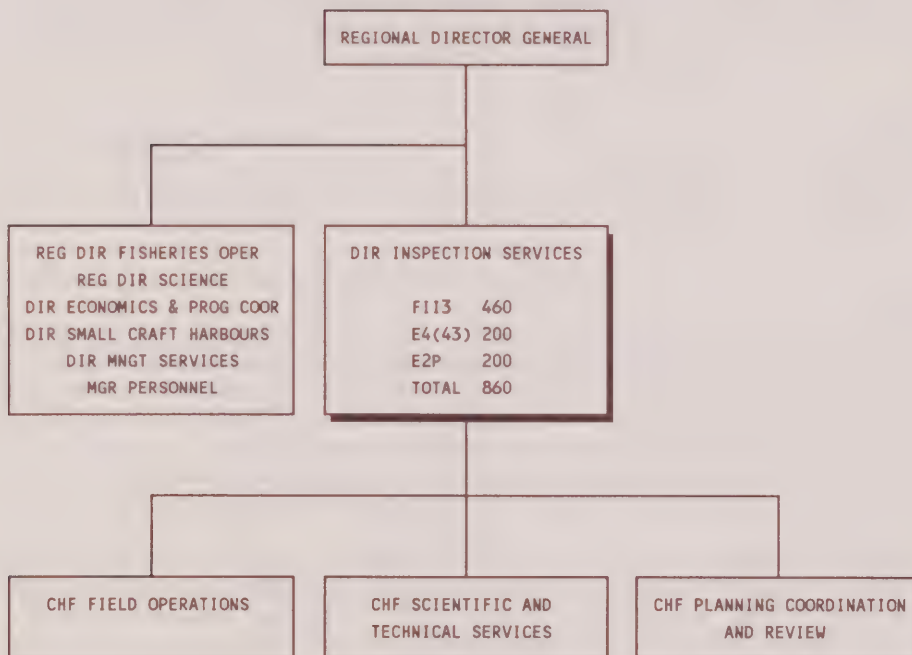
ACCOUNTABILITY

- E Reports to the RDG Scotia-Fundy Region and is subject to program priorities and goals set out by the Corporate Functional Authority. Must establish the appropriate "exception" reporting procedures to ensure that potential problems are rapidly assessed in a timely fashion, and appropriate action taken.
- 2P Primary impact on the Branch resources as represented by an annual budget of \$209,000 (Constant).
- 200 Middle number reflects the role of the position in providing functional supervision of 78 PYs in the region.

SUMMARY

| | | | | |
|----------|------------|---------|-----|---|
| FII3 460 | E4(43) 200 | E2P 200 | 860 | 0 |
|----------|------------|---------|-----|---|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: P-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: Q-7-A

POSITION TITLE: Executive Director, Patented Medicine Prices Review Secretariat

GENERAL ACCOUNTABILITY

Is accountable for managing the Patented Medicine Prices Review Secretariat, in the administration of applicable portions of the Patent Act to ensure fair prices for patented pharmaceutical products in Canada and to monitor the level of pharmaceutical research and development expenditures in Canada. As a deputy head within the context of the Financial Administration Act, oversees the management of all staff and resources.

ORGANIZATION STRUCTURE

This is the only position at the second level reporting to the Chairman of the Patented Medicine Prices Review Board.

Specific functions of the four positions reporting to the Executive Director are:

Executive Secretary to the Board (Staff of 2) is responsible for coordination of replies to inquiries, handling parliamentary correspondence and returns as well as other executive correspondence. Additionally, the Secretary to the Board is responsible for ensuring the effective operation of the Chairman's Office with respect to the issue of Notices of Hearing and their publication in Canada Gazette, Canadian Patent Office Record and other publications, arrangements for hearings and pre-hearings, receipt of waivers, issue of subpoenas, recording of evidence, provision of simultaneous translation, and issue and publication of Board Orders.

Director General, Compliance and Liaison (Staff of 9) analyses new legislation, identifies the need for new initiatives, ensures that the intent of the Act is reflected in any new statement and provides explanation and interpretation of policy to concerned parties. The Director General develops policy to define price abuse and recommends appropriate action in cases of failure by companies to provide information or comply with a Board Order. In addition, the Director General determines how various analytical factors should be considered in the development of case dispositions, outlines the legal considerations of Boards and Secretariat operations, and advises on the control and release of collected data and prepared analyses.

Director, Quantitative Analysis and Data Services (Staff of 9) is responsible for collecting, collating, storing and disseminating information pertaining to drug prices, the costs involved in manufacturing and selling drugs in Canada, designated foreign markets, and investment and growth in Research and Development, and other aspects of the structure of the pharmaceutical industry.

Chief, Personnel, Finance and Administrative Services (Staff of 4) is responsible for the provision of personnel, financial, administrative and related services, and for advising the Executive Director of support service implications flowing from his authority and responsibility as a deputy head under the FAA.

NATURE AND SCOPE

The 1987 amendments to the Patent Act provide for active intervention in the market, by establishing the Patented Medicine Prices Review Board, a Board exercising all powers, rights and privileges vested in a superior court of record. The Board holds hearings to ensure fair prices for patented medicines, and the provision of information to Parliament on price trends and changes in the industry's research and development (R&D), performance, structure and conduct.

Inquiries have numbered approximately 1,000 in the first year of operation. An important component of the job is to respond to complaints regarding the drug industry, and identify legitimate complaints for hearing by the Board. The Secretariat is on the front-line of public concern regarding drug prices, and there is a strong need for an efficient and effective public relations and communications capability. Furthermore, the position must ensure that the legal obligation to notify provincial governments and the public of proposed hearings, is respected.

While the Board may act formally (through hearings, determinations, findings and Orders) to reduce patented drug prices, to lift restrictions on compulsory licenses or to change the protection afforded to drugs invented and developed in Canada, the rebalancing of patented drug prices with R&D investment, may be accomplished by the less formal processes of discussion and negotiation. The Executive Director, acting on behalf of the Board, must encourage communication and liaison with and between, public and private sector officials and authorities, and provide public information and communicate with the media.

The Executive Director reviews cases of consumer complaint, or corporate non-compliance, to direct the preparation of cases for Board Hearings and to propose the manner of resolution to the Board. The incumbent determines how the various analytical factors should be considered, and, in general, the legal considerations of Board and Secretariat operations in respect to the data collected and its release under various circumstances. Further, the incumbent directly advises on the legal aspects of implementing Board decisions and Orders. The position must develop and maintain contacts with senior officers and legal counsel of major companies, federal departments and provincial governments having an interest in the work of the Board, industry and consumer organizations, officials of other countries and members of the public and the press.

The findings and orders of the Board impinge on the basic socio-economic fabric of Canada and, as such, they have a high political profile. The Executive Director prepares an annual report on Board activities and summary of patented drug price trends, as well as a report on the pharmaceutical industry focusing on R&D growth and investment. The amended Patent Act calls for four and ten year reviews, with reports to Cabinet and Parliament, of program performance after the operative sections of the Act are proclaimed and come into effect. The preparation of these two reports, the planning for these two long term reviews and the generation of other reports and returns required by legislative, executive or judicial authorities, are the direct responsibility of the Executive Director.

A vast amount of information must be gathered and analyzed by the Secretariat to support the work of the Chairman and other Board Members. The Executive Director designs and puts into operation, a sophisticated data collection and quantitative analysis capability. This includes the receipt, verification, editing, organization and computer entry of information, and the development of database management techniques and reporting capabilities. Data sources will include domestic and foreign companies, other departments and foreign governments. Up to 100 different companies will report complete information on a minimum of 3000 drugs, each of which is available in a number of dosage forms and strengths. Data will also be collected and analyzed by province and market category and, once the system is operational, the Secretariat will be able to make comparisons, prepare reports, and comment on the suitability and reliability of data. The reports prepared will include analysis of medicine prices in the light of prescribed factor. Potential inputs to this database, number between one and ten million specific items of information.

The Board has been established as a department within the terms of the Financial Administration Act and the Executive Director has been designated deputy head. The Executive Director has direct contact with the Treasury Board Secretariat, and a variety of departments and agencies in order to carry out responsibilities. The Executive Director exercises authority for hiring staff, managing budgets, developing and implementing administrative policies and any and all actions needed to provide for the operation of the Board. Of particular importance is the assessment of resource requirements and their acquisition through appropriate justification. In order to achieve economies of scale, a Memorandum of Understanding will be signed with Consumer and Corporate Affairs Canada for the provision of basic services. Nevertheless the final responsibility lies with the Executive Director to support the Board and Secretariat in an effective and efficient fashion while achieving economy. Finally, the Executive Director requires significant management, administration and human relations skills to oversee and direct the work of the Secretariat.

DIMENSIONS (Constant Dollars)

Staff:

| | |
|-------------|------------|
| Secretariat | 26 persons |
|-------------|------------|

Operating Budget:

| | |
|-------------|--------------------------------|
| Board | \$99,255 |
| Secretariat | \$595,533 (including salaries) |

Scope of Industry:

| | |
|-----------------------------------|---------------|
| Sales | \$496,277,900 |
| Employment (1985) | 17,000 |
| Research and Development (1985) - | \$19,851,156 |

SPECIFIC ACCOUNTABILITIES

- 1 Supports the conduct of Board hearings and coordinates the actions of persons appearing at hearings, informing them of their responsibilities by organizing appropriate information services, and by providing orderly internal structures for monitoring cases.
- 2 Informs the Commissioner of Board Orders and monitors compliance with their substance and intent.
- 3 Collects, collates, stores and disseminates information and documents required for the work of the Board and safeguards privileged information.
- 4 Serves as official spokesperson for the Board and supports the Minister during sessions of House of Commons Committees.
- 5 Supervises the supporting activities of the Board Secretariat in an effective and efficient fashion including obtaining and maintaining necessary resources through appropriate long-range planning, budgetary actions, and recruitment and training.

EVALUATION RATIONALE

Executive Director, Patented Medicine Review Secretariat

BM: Q-7-A

KNOW-HOW

- G Broad knowledge and understanding of research and development and general economics of the international pharmaceutical industry, the political and legislative aspects of government, the relationship between the Executive Director, the Board and other organizations of government, in order to develop, recommend and implement procedures, operational policy and mandate for the Secretariat and the functions of the Board.
- III Coordination at the planning and implementation level of the Board's long range plans and operations to implement the legislative mandate of the Board.
- 3 Human relations skills are essential to motivate and influence professional staff under difficult circumstances. Particular skills are required to encourage and maintain good relationships in an environment made of public servants and private-sector appointees.
- 700 Middle number recognizes the limited mandate of the Board.

PROBLEM-SOLVING

- G Thinking within broad government policy to oversee the development of the legislation and interpretation, policy and guidelines for the Board's operations; develop strategic options for the Board's consideration in matters of compliance; and ensure an effective Secretariat function for the formal Board.
- 4 Adaptive thinking is required to evaluate industry's financial considerations and the government's expectations for performance.
- (57) Lower percentage indicates a solid analytic capacity within the general mandate of the Board to investigate the commercial operations of sector.

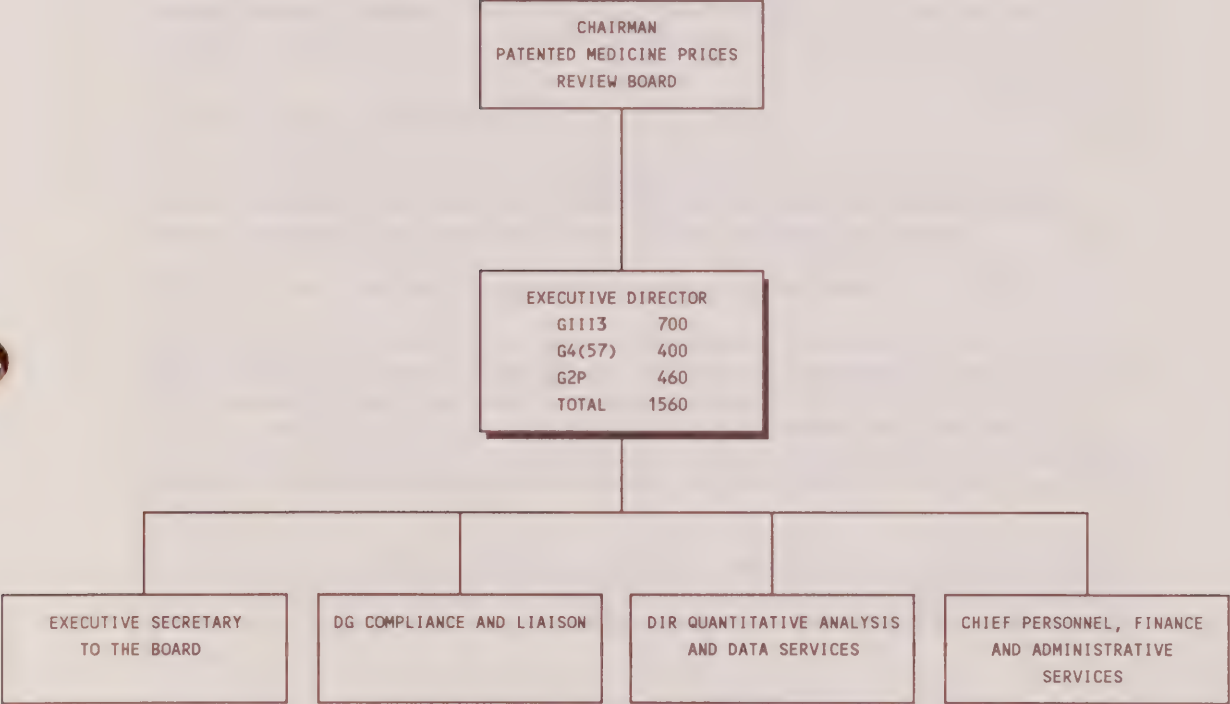
ACCOUNTABILITY

- G The Executive Director serves as deputy head in administering the Secretariat including proposals and resource substantiations to Central Agencies.
- 2P Primary impact on the Secretariat and Board, representing \$694,500 (Constant) in annual expenditures.
- 460 Middle number reflects stature of position as deputy head and the size of operational budget.

SUMMARY

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| GIII3 700 | G4(57) 400 | G2P 460 | 1560 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: Q-7-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: Q-6-A

POSITION TITLE: Director General, Financial Analysis

GENERAL ACCOUNTABILITY

Is accountable for directing the financial analysis of federally regulated telecommunications carriers in their environment; for the research and development of analytical information and statistical measures required in the financial analysis of corporate carrier activities and rate regulation; and for development of the costing reporting requirements of the carriers.

ORGANIZATIONAL STRUCTURE

This is one of five positions at the third level reporting to the Executive Director, Telecommunications. The other are: Director General, Economic, Social and Technical Analysis; Director General, Operations; Senior Planner; and Executive Assistant.

Specific functions of the four positions reporting directly to the Director General, are:

Director, Cost Inquiry (staff of 4) is responsible for directing and developing the Phase III costing reporting requirements of the federally regulated telecommunications carriers for use by the Commission, to ensure that there is no cross-subsidization of services without the recognition and/or approval of the Commission. Utilizing resources from other sectors of Telecommunications, the incumbent heads teams comprising engineering, audit and rates group specialists to deal with special assignments such as the inquiry into B.C. Telephone purchasing practices.

Director, Audit, Accounting and Statistics (staff of 8) is responsible for the development and analysis of the necessary financial and accounting information from the carriers in a general rate case and on an ongoing basis, to report and advise on appropriate rates of return, on carrier earnings.

Director, Efficiency Analysis (staff of 3) develops and directs programs to research, evaluate and monitor the operating efficiency of the federally regulated telecommunications carriers to assist the Commission in its regulatory function.

Support Staff - Secretary to the Director General.

NATURE AND SCOPE

The Commission, under the terms of the Railway Act, is a superior court of record, and is responsible for ensuring that tariffs and rates for telecommunications services charged by carriers under federal jurisdiction, are just and reasonable, and that services and facilities are offered under terms and conditions that do not constitute unjust discrimination, confer undue preference or advantage, or are otherwise contrary to the relevant statutes. This over-riding mandate, designed to protect the public from abuses by monopolies, involves a number of complex financial considerations which require constant monitoring, research and evaluation for analysis purposes by the regulator. In particular, as the carriers strive to maximize profits for their shareholders, the Commission must set specific constraints in the form of allowable rates of return on invested capital to investors when setting rates for telecommunications services.

The incumbent is responsible for all financial and accounting inputs and recommendations to the Commission's decisions regarding telecommunications issues. These include formal audits, analysis and forecast of revenues, impacts of rate restructuring, structural separation and pricing as well as expenses and costs of capital carriers, and control of their performance over time and in comparison with other telecommunications carriers.

The Director General is also responsible for evolving policies respecting revenue requirement principles as appropriate, establishing new costing methodologies to implement these revenue requirements, and developing policies and principles to investigate the financial impact of emerging technologies and services on telecommunications sectors in Canada.

The incumbent acts as a team leader for major projects which result in new principles and policies for the regulation of industry (e.g., Structural Separation Proceedings - BC Tel and Bell Canada - 1985 - the feasibility of implementing structural separation of the multiline and data terminal business of these two carriers, and the appropriateness of applying a similar approach to other federally regulated carriers). Teams consist of economists, accountants, sociologists, statisticians, rating experts and lawyers.

With each carrier being among the most sophisticated companies in the world, even the seemingly straightforward matter of choosing an efficient means of auditing, or of elaborating a comprehensive accounting process tailored to each company, usually involves the Director General in introducing new and different methods and procedures.

The quality of advice and the nature of policy options proposed by the Director General and staff, directly affect the price structure for both residential and commercial subscriber rates permitted by telecommunications monopolies. The impact of the decisions is reflected in the price paid by individual Canadians and by small and large businesses. As the cost of communication takes on an ever increasing proportion of the cost of doing business, it becomes clear that decisions affecting price structure, directly influence the competitive edge of Canadian businesses in international markets.

A major challenge is to evolve new policies and procedures so that users of monopoly telecommunications services are not cross-subsidizing other ventures of the carriers, for the benefit of shareholders. This challenge is met by developing procedures for the ongoing review of intercorporate transactions between companies, including proper accounting and control of all transactions between the parent and subsidiary, or affiliated companies.

Another important responsibility is the approval of the appropriate allowed rate of return for telecommunications carriers. Included in this review, is a requirement for excellent knowledge of the capital markets in Canada and the United States to ensure that carriers are adequately but not overly compensated for the risks of providing services to subscribers.

The incumbent plays a major role in the review of cost inquiry reports as part of a specialized team, formed to convene proceedings to determine the necessity or appropriateness, of providing certain competitive services through separate affiliates. Phase III of the report now being developed, will seek to ensure that common carriers offering both monopoly and competitive services, do not cross-subsidize competitive services from monopoly revenues, at the expense of their monopoly subscribers and to the detriment of competitors. It will also provide the basis to reduce regulation, by enabling the Commission to rely on costing results in areas where there will be future competition.

The Director General is chairperson of regulatory hearings convened to discuss significant carrier/industry problems affecting strategic sectors of the Canadian economy, and has been appointed by the Commission under Section 81 of the National Transportation Act to preside over hearings such as Cost Inquiry Proceedings, Northwest Tel, CNCP, etc. The incumbent also serves as a member of the Senior Management Team to provide comment, critical advice and expertise in the identification, development and implementation of plans, policies and techniques to improve Branch efficiency and effectiveness.

The Director General has frequent contact with Commissioners, especially during briefings of the Executive Committee, providing appropriate financial advice on the issues being discussed. Significant contacts outside the Commission include, senior officers of regulated carriers and other interested parties, e.g., consumer groups, other telecommunications carriers, federal, provincial and municipal governments and regulatory agencies, to exchange information and settle problems informally.

DIMENSIONS (Constant Dollars)

| | |
|----------------------------------|-----------|
| Department Person-years: | 404 |
| Subordinate Person-years: | 18 |
| O&M Budget (including salaries): | \$188,172 |

The size of the carriers under jurisdiction:

| | |
|-----------------|---------------|
| Annual Revenues | \$1.9 billion |
| Assets | \$5.4 billion |

SPECIFIC ACCOUNTABILITIES

- 1 Directs the provision of timely and competent advice to the Commission regarding financial and costing implications of applications or decisions.
- 2 Manages multi-disciplinary teams assigned to specific proceedings through all preliminary and hearing phases up to and including the preparation of a draft decision for presentation to the Commission.
- 3 Provides, on a continuing basis, financial analyses and recommendations on major telecommunications and other issues to the supervisor and senior managers, to guide them in their decisions.
- 4 Confers with senior executives of the telecommunications industry on a continuing basis, thereby maintaining a forum to deal effectively with emerging financial, industry and costing issues.
- 5 As a member of the Branch Management Committee, participates in the development and assessment of policy options and principles for the Branch, and provides guidance and direction in the implementation of financial and economic strategies.
- 6 Ensures the effective and efficient management of the Branch by planning, directing and controlling the work.
- 7 Coordinates the work of the Branch with the work of other Branches and with Legal Services, to ensure that Commission decisions are accurate and consistent.

EVALUATION RATIONALE

Director General, Financial Analysis

BM: Q-6-A

KNOW-HOW

- F Professional knowledge of the fields of economics, accounting and financial management as applied to the telecommunications industry in Canada and abroad.
- III Operational coordination of a staff of 18 engaged in analyzing the telecommunications industry in Canada, conducting major audits in industry, financial analysis of returns, of management investment and purchasing practices for developing policies, etc.
- 3 Critical human relations skills required in dealing with the industry, other government agencies and officials of the utility agency in other countries such as U.S.A.
- 608 High number reflects the expertise required to manage the analysis of a highly visible monopoly commercial sector.

PROBLEM-SOLVING

- F Thinking within well defined policies on telecommunications under the general direction of the Executive Director of Telecommunications.
- 4 Directly responsible for the determination of allowable rates of return, planning industry audits, establishing new policy options, requiring constructive thinking in precedent setting areas.
- (57) Higher percentage indicates thinking environment is very broad, with the requirement to directly advise the Chairman on issues that are complex.

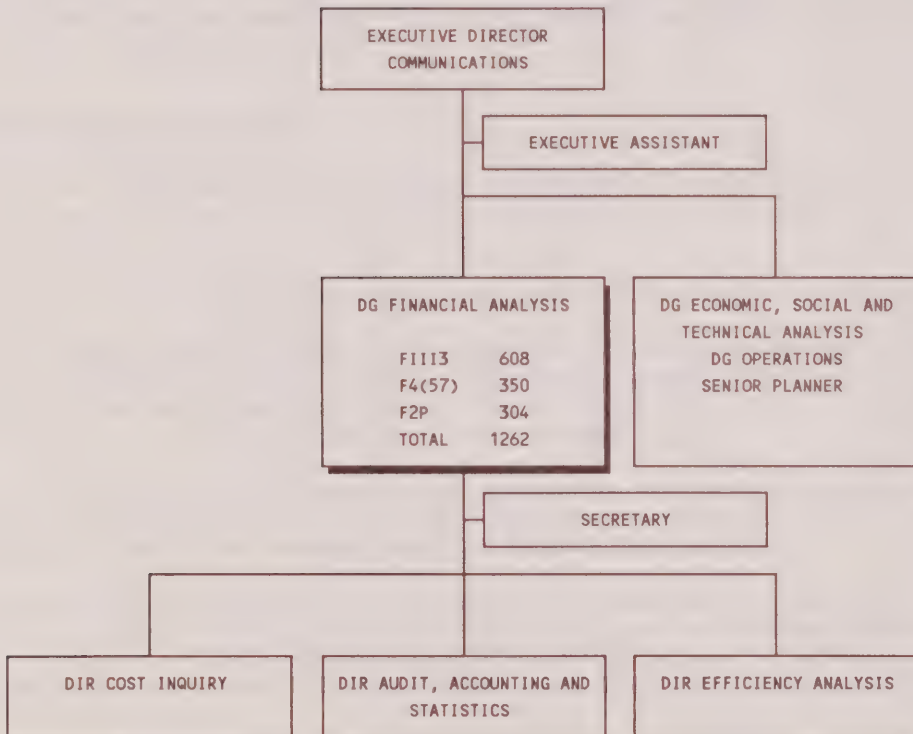
ACCOUNTABILITY

- F Reporting to the Executive Director, Telecommunications, is subject to functional policies and goals.
- 2P Primary impact on division as represented by an O&M budget of \$188,172 (Constant).
- 304 Middle number recognizes the impact that the position has on the telecommunications industry.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER Q-6-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: Q-5-A

POSITION TITLE: Director General, Operations, Policy and Planning

GENERAL ACCOUNTABILITY

Is accountable for directing the organization, development, implementation and coordination of all regional operations of the Board through the development, dissemination and maintenance of operational policies and procedures, and for ensuring the provision of computer systems services in support of the Board's operations.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Executive Director. The others are: Director, Personnel, Finance and Administration and the Director, Research and Information.

Specific responsibility of the eight positions which report directly to the Director General are:

(Four) Directors, Regional Operations (Montreal, Toronto, Winnipeg, and Vancouver) (staff of 251) is responsible for managing, directing and coordinating regional office operations in support of the Board's hearing of appeal and refugee cases: up to 2,000 appeal cases and 8,500 refugee cases per annum, distributed among the four regional offices.

Director, Refugee Hearing Officers (staff of 6) is accountable for directing the development and implementation of policies and procedures for refugee case presentation; for monitoring Officer adherence to policies and procedures during the conduct of Board hearings.

Information Systems Manager (staff of 2) is responsible for managing and controlling the day-to-day operations for the HQ computer systems; developing short- and long-term information system plans for the Board; providing technical advice; maintaining and troubleshooting the Board's information systems; ensuring that systems reports are obtained from regions for HQ monitoring and analysis.

Policy and Planning Officers (3) are responsible for establishing the Board's operational policies and procedures and the operational planning framework; establishing and monitoring performance standards for administrative systems; identifying operational problems and making recommendations for their solution.

NATURE AND SCOPE

The Immigration and Refugee Board (IRB) was created by Bill C-55 to provide for the conduct of hearings and make decisions on immigration appeals and refugee determination matters. The IRB, which consists of an Immigration Appeal Division and a Refugee Determination Division, is the largest independent administrative tribunal in Canada, consisting of up to 95 permanent, full-time Governor-in Council appointees, augmented by up to 50 temporary, full-time members and as many part-time members as are required to handle fluctuating workload, organized within two divisions and located in four geographic regions.

Any local or regional discrepancy in procedures and processes for determining refugee status or hearing appeals may be perceived as inequitable and lead to appeals of the Board's decisions to the Federal Court. It is therefore essential that the entire country-wide operation be standardized.

The Director General, Operational Policy and Planning is responsible for the development of uniform operational policies, processes and procedures for use across the country and for ensuring that these policies and procedures are communicated to all concerned. He/she ensures that all Regional Directors are properly trained and that they in turn see that their staff receive appropriate training and development. Responsibilities include the development and implementation of reporting procedures and the necessary mechanisms for the continual monitoring of operations region by region, and the taking of remedial action to correct deviations from requirements. The Director General provides guidance, direction and advice to the Regional Directors by telephone, telex, letter and regular and ad hoc personal visits. He/she must mediate and resolve all conflicts or other problems that may arise between Regional Directors and Board members.

An important duty of the Director General is the monitoring of the Board's backlog of cases, and the direction and control of the Board's Master Hearing Schedule, which dictates which members will attend a given hearing, at a specific time and location. Scheduling problems arise because of illness or other unforeseen circumstances that make it necessary to use tact in persuading members (all of whom are Order-in-Council appointees) to divert to other locations on short notice. Monitoring of the total backlog must be done on a national basis and also by region and type of case. The scheduling of cases by Regional Directors must be controlled and coordinated to ensure that scheduling takes into consideration case type (some can be handled in chambers) and backlog relative to other types, and case "age" and fairness to appellants. The Director General will shift emphasis from region to region, as appropriate, in response to changes in the size of backlogs in the various geographic areas.

The Director General is responsible for the direction and integration of activities to provide a cohesive operation with adequate flexibility to meet changing problems and workload demands. He/she is required to optimize competing or conflicting goals or objectives and to maintain a balance that is reflective of Board priorities.

The Director General determines operational goals, objectives and priorities and the acceptability of plans and proposals relating to Board operations. He/she directs the development of national standards for Board hearings; allocates resources among the regions and monitors utilization of such resources; directs long-term planning for immigration appeals and refugee determination activities.

The Director General is responsible for the development and management of new national automated information systems to support and improve general administration, scheduling, case tracking, indices of precedents and other research data. From headquarters, he/she ensures the effective establishment and coordination of a decentralized, local area network system, and monitors its performance.

The major challenges of the position are the requirement to provide a national perspective to regional operations and to ensure that standards are maintained through communication of policies and monitoring of activities that are extremely sensitive and have a high public profile.

The Director General receives only broad general direction from the Executive Director and is expected to exercise innovative thinking in resolving operational problems.

Decisions made by the Director General have a direct bearing on the efficiency with which the Board handles cases, the problems facing individuals who must often wait for a hearing of their appeals, the costs incurred by the Government in providing for hearings as required by the Act, and the tone (favourable or unfavourable) of the publicity received by the Board and the Government in their handling of immigration and refugee matters.

The incumbent, as a member of the senior management team, must maintain contact with other executive levels of the Board, in order to recommend operational plans, policies, procedures and systems. There are frequent contacts with officials of central agencies to develop plans and negotiate resources.

DIMENSIONS (Constant Dollars)

| | |
|--------------------|------------------|
| Staff | 265 person-years |
| Operational Budget | \$5.8 Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Coordinates all operations of the newly created Immigration and Refugee Board, from a national perspective.
- 2 Develops, implements and manages a national automated information systems to improve operational efficiency.
- 3 Ensures standardized treatment of refugee determination and immigration appeal cases by directing the development of operational policies and standards and ensuring their dissemination of the Regional offices.
- 4 Manages regional operations by planning, organizing, directing and controlling the work of four Regional Directors.
- 5 Participates as a member of the senior management team and takes part in Board meetings.
- 6 Provides for the ongoing management of the Board by acting for the Executive Director in his/her absence.

EVALUATION RATIONALE

Director General, Operational Policy and Planning

BM: Q-5-A

KNOW-HOW

- F Thorough knowledge of the Immigration Act and Regulations, the United Nations Convention on the status of Refugees, and the laws and practices of foreign countries relative to immigrants and refugees. A sound knowledge of Immigration and Refugee Board Rules and Procedures, and a sound knowledge of the operations of quasi-judicial tribunals. It requires a knowledge of related central agency and departmental policies and procedures, and proficiency in administration of Board operations in four regional offices.
- III Operational management and coordination of the operation of Immigration and Refugee Board activities through a network of four Regional Offices. Conceptual management in the formulation and implementation of operational policies and procedures related to conduct of hearings on immigrant appeals and refugee determination cases.
- 3 Critical level required in directing and motivating staff and in tactfully persuading Board members to divert to other locations on short notice in response to changing priorities.
- 528 Middle number reflects the expertise required to manage a tribunal dealing with noticeable different clientele and procedures.

PROBLEM-SOLVING

- F Thinking within broad policies and objectives, develops operational policies and procedures related to the conduct of hearings for immigrants and refugee claimants. Creates a favourable climate for understanding and cooperation with public groups so as to ensure efficiency and effectiveness in the conduct of Board Hearings.
- 4 Adaptive thinking challenge in directing and controlling the Board's Mastery Hearing Schedule and in resolving inter-regional scheduling problems.
- (50) Lower percentage reflects the role of the position in providing operational support for hearings.

ACCOUNTABILITY

- E Under general managerial direction from the Executive Director, develops operational policies and procedures and directs the operations of the Board; some independence in devising and implementing specific programs and measures to ensure achievement of objectives.
- 3P Primary impact on an operating budget of \$5.8 Mil, and a staff of 265.
- 264 Middle number reflects the impact of the supervisor's position on the latitude accorded to this position.

SUMMARY

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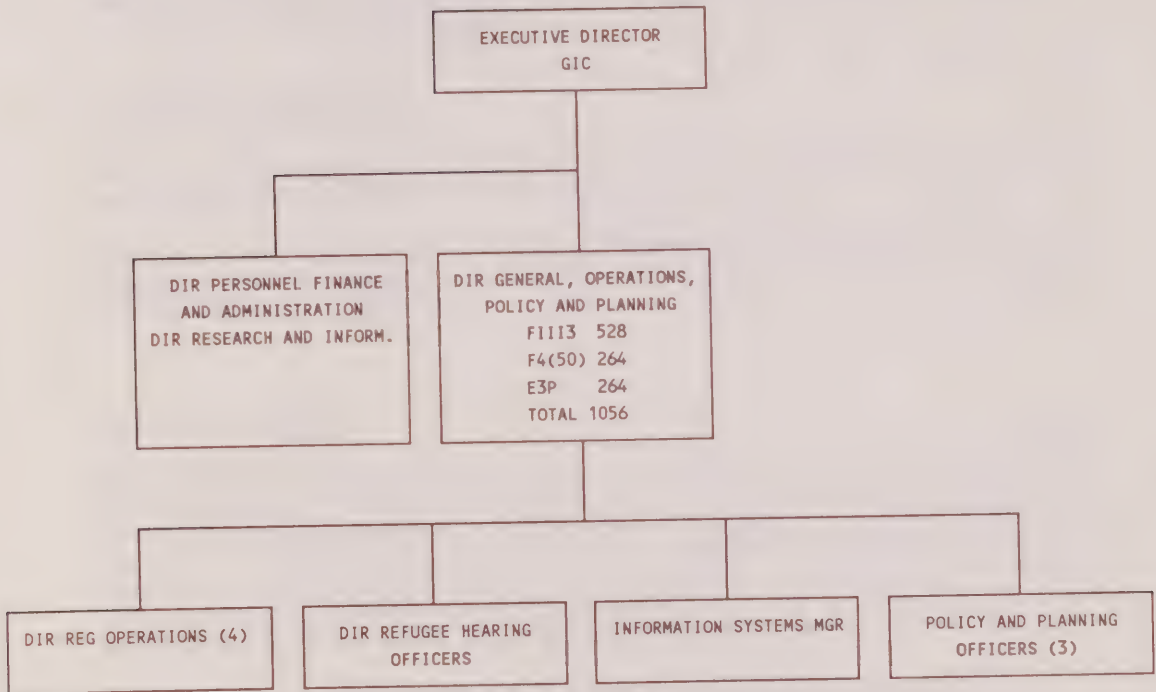
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: Q-5-A



BM: Q-5-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: Q-46-A

POSITION TITLE: Director, Privacy Compliance

GENERAL ACCOUNTABILITY

Is accountable for directing a compliance program to investigate files contained in government-wide personal information banks designated as exempt under Section 18 of the Privacy Act, and for recommending remedial action to improve compliance across the federal government, as a result of investigations.

ORGANIZATION STRUCTURE

This is one of four positions at the third level reporting to the Executive Director. The others are: Director, Privacy Complaints; Senior Public Affairs Officer; and a Policy Analyst.

Reporting to the Director are four Investigators responsible for, on an assigned portfolio basis, investigating files in personal information banks designated as exempt under the Act, to assess their inclusion in this category.

NATURE AND SCOPE

The compliance program is designed to monitor the activities of some 139 federal departments and institutions, and evaluate their compliance with the Privacy Act. This monitoring function consists of examining the files held in exempt information banks, to identify any files that should not be held in such information banks; evaluating the lawfulness and effectiveness of federal departments' and institutions' policies, procedures and activities surrounding the protection of personal information; identifying situations that contravene the Act; and preparing reports and recommendations for remedial actions to the Executive Director.

Inspection reports contain an independent assessment of the adequacy, effectiveness and efficiency of federal institutions, systems, methods and procedures in complying with the provisions of the Act. The Director recommends to deputy heads and agency presidents, steps to be taken to remedy deficiencies and promote privacy of personal information.

The program facilitates improvement in the performance of government institutions in this area through offering assistance, advice and interpretation on the provisions of the Act, and on methods of safeguarding personal information, while providing individuals with access to their personal information. The Director consults with departments and institutions about whether the corrective action contemplated is appropriate, and exerts pressure as a result of inspection findings and recommendations.

The Director's advice to federal institutions and recommendations to the Commissioner, are politically sensitive and impact federal departments' and institutions' programs and policies respecting the collection, use, disclosure and disposal of personal information, as well as on the issue of the propriety of their exempt banks. The Director must recognize this sensitivity in conducting reconciliatory discussions on compliance gaps, to negotiate satisfactory alternatives. To implement this government-wide program, the Director requires good knowledge of data storage methods, data banks, their uses and limitations in government institutions, and of general governmental programs to make effective authoritative recommendations on behalf of the Commissioner.

The Director controls, plans, coordinates and administers all activities related to the Compliance Program. The Director establishes criteria for, and directly supervises the conduct of investigations, and is accountable for the integrity of report content.

The incumbent must be a consensus seeker and have knowledge and understanding of the unique attribute of and the purpose of an ombus-function. In this context, careful training is required for investigators, as they represent the Director in the eyes of the public.

In addition to recommending on changes to the Act, the Director develops policy, program planning and implementation strategies to ensure that compliance investigations and reporting are performed consistently, efficiently and objectively.

The position contacts senior government officials concerning the findings of inspections under the Act. Where necessary, the incumbent consults with the Legal Advisor to the Commissioner in matters of the Act and of legal problems generally.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|--------------|----|
| Agency: | 31 |
| Subordinate: | 9 |

Annual Budget:

| | |
|--------|-----------|
| Agency | \$349,462 |
| Unit: | \$101,960 |

SPECIFIC ACCOUNTABILITIES

- 1 Manages the planning, scheduling, investigation and reporting of compliance audits, to ensure that federal government departments and institutions comply with the provisions of the Act.
- 2 Recommends on corrective action to resolve unsatisfactory situations in the departments inspected, and on the need to hold formal hearings.

- 3 Advises the Executive Director on the technical aspects of confidentiality and security of information, and on the methods of safeguarding this information.
- 4 Makes recommendations for changes to the Act and contributes to the formulation of Policy and Regulations, as provided by Section 77 of the Act.
- 5 Manages assigned human and financial resources to effectively achieve goals and objectives, and provides training and procedural guidance to staff involved in investigations.

EVALUATION RATIONALE

Director, Privacy Compliance

BM: Q-46-A

KNOW-HOW

- F Seasoned, specialized knowledge of principles and techniques in the field of compliance inspection and a thorough understanding of the Privacy Act. Experience in methods of data storage, their uses and limitations.
- II Government-wide coordination of inspection activities to assess compliance with the provisions of the Privacy Act.
- 3 Critical human relations skills are required in motivating staff and obtaining acceptance of inspection results and recommendations.
- 460 Highest number indicates the depth of specialized knowledge. While the program itself is small, recommendations on data banks affect the operations of a large number of departments.

PROBLEM-SOLVING

- E Thinking within legislation and departmental policies in adapting methods for inspections to a variety of different environments, interpreting the Act, establishing guidelines for quality of work, and developing compliance recommendations.
- 4 Analytical thinking is required in determining whether personal information is exempt and in providing advice and assistance to departments in establishing appropriate corrective action plans.
- (43) Lower percentage is consistent with the compliance function of the position operating within a clearly defined framework.

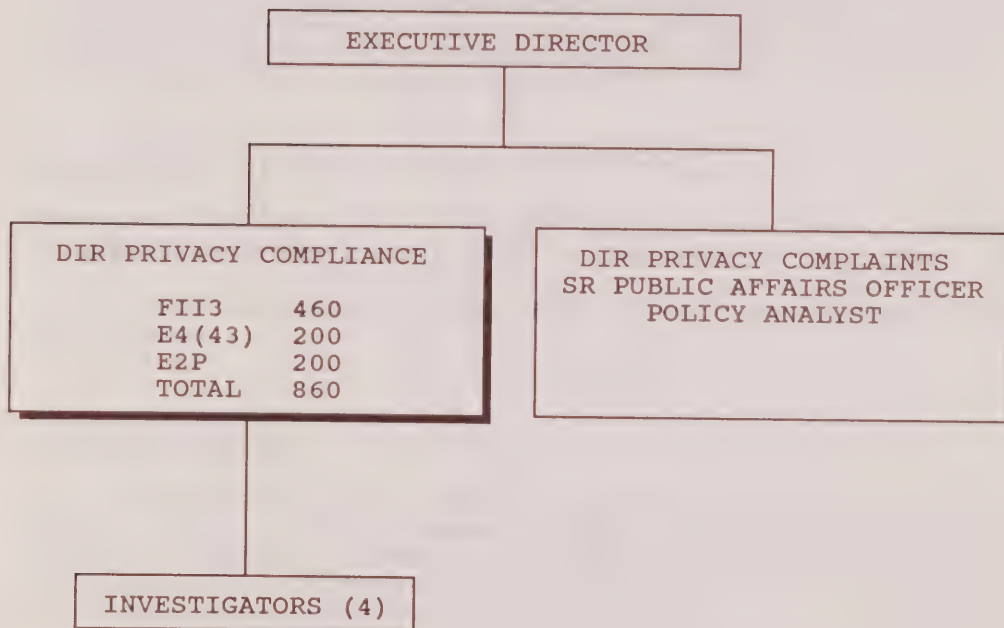
ACCOUNTABILITY

- E Reporting to the Executive Director, acts under general direction in planning, coordinating and administering investigations and recommending corrective action.
- 2P Primary impact on operations as represented by an annual salary and operating budget of \$101,960 (Constant).
- 200 Middle number reflects the size of budget and the impact of the position on departmental data banks containing privileged information.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER Q-46-A



BM: Q-46-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: Q-46-B

POSITION TITLE: Regional Director General, Quebec

GENERAL ACCOUNTABILITY

Is accountable to the Executive Director, Corporate Management for managing a regional centre which is designed to keep the Commission informed of the issues related to broadcasting and telecommunications services required in the province of Quebec; developing and maintaining relations with provincial and other levels of government; informing the public of the Quebec Region, through various modes of communications, of the responsibilities and activities of the Commission; promoting the use of the regional centre as a resource for community groups, individual consumers, advertisers, broadcasters and telecommunications carriers to resolve regional problems and concerns relating to service.

ORGANIZATION

This is one of 13 positions at the third level reporting to the Executive Director, Corporate Management/Secretary General.

Reporting to the Regional Director General, Quebec are a secretary, an Assistant to the R.D.G. and a senior clerk.

NATURE AND SCOPE

The Commission has broad powers to regulate the broadcasting and telecommunications industries in Canada. The Director General is the regional arm of the Commission and is responsible for ensuring the implementation of its regulatory policies and decisions to promote the objectives of the Broadcasting Act and Railway Act in the Quebec region in accordance with the Acts and with Commission policies, rules and regulations.

A major responsibility is to develop and maintain an awareness of provincial government attitudes in matters related to broadcasting and telecommunications and to interpret and accurately transmit to the Commission current provincial views so the Commission can formulate policies that will be acceptable both to it and other levels of government. The Director General occasionally represents the Commission in consultations and negotiations on broadcasting and telecommunications matters with provincial authorities and other departments located in the region. There must be an awareness of proposed developments, programs and/or changes initiated by the various regional federal government offices in related fields.

The Regional Director General develops a presence to ensure that the regional office can effectively inform and advise licensees, applicants and interveners on the decisions, regulations, policies and procedures of the Commission. This is accomplished in part by promoting the use of the regional office as a service to interveners, applicants and the general public in supporting the presentation of interventions, applications for licenses and complaints. The Director

General contacts complainants to investigate cause of dissatisfaction and arranges meetings with complainants and licensee jointly or separately to discuss complaints and to inform the Commission of the problems and/or solution.

The Director General holds public meetings, gives speeches and meets with community groups, to inform the public, interested community groups, individuals, carriers and broadcasters of the mandate of the commission, its regulations and procedures, the objectives of public hearings, the rights of individuals or groups and the purposes of applications. In this respect there must be effective concentration on communicating to interested persons or groups in the region the issues to be resolved at hearings, conditions attached to the granting of licenses and the regional and the national objectives of the Commission. The Director General is regularly called upon to act as a catalyst between and among the various regional groups or individuals, broadcasting and telecommunications interests and the Commission itself.

The Director General is frequently required to:

- (a) analyze applications and major regional issues;
- (b) make recommendations to the Commission to introduce or amend policies, regulations and procedures that may resolve regional problems and national problems;
- (c) determine needs for surveys or studies of communities and public interest groups to provide for greater community involvement and understanding in telecommunications and broadcasting and to improve service to the community.
- (d) direct specific studies or investigate a variety of subjects including maintaining surveillance of compliance with Commission decisions, policies and regulations, the monitoring of programs, financial stability of applicants or licensees, relations of broadcasters and carriers to community groups, business community etc. (The results may prove instrumental in amending or rescinding regulations and procedures.

The incumbent attends all regional Commission Public Hearings to assist in briefings.

DIMENSIONS

Primary

| | |
|-------------------|----------|
| Budget (Constant) | \$54,151 |
| Person-years | 4 |

SPECIFIC ACCOUNTABILITIES

- 1 Acts as the Commission's listening post in the Region and recommends amendments to the Acts and Regulations, which impact on the regulated industries both in the Region and nationally.
- 2 Contacts senior officials of provincial and federal departments in order to discuss and negotiate federal/provincial matters.

- 3 Conducts a public relations program through regular media and other activities.
- 4 Maintains relations with senior industry officials, community groups and consumers to provide information and resolve problems.
- 5 Analyzes applications for broadcasting licenses and participates in the analysis process for major issue hearings.
- 6 Attends meetings, conferences, seminars, etc. sponsored by community and consumer groups and the communications industry.

EVALUATION RATIONALE

Regional Director General, Quebec

BM: Q-46-B

KNOW-HOW

- F Seasoned experience in the broadcasting and telecommunications area. Requires very good knowledge of both broadcasting and telecommunications industries and provincial and local interest and issues.
- II Operational and conceptual co-ordination of broadcasting and telecommunications regional centre, including developing and maintaining relations with provincial and other levels of government, informing the public of the region, promoting the regional centre as a resource to resolve regional problems and concerns relating to service and analyzing and recommending licence applications.
- 3 Critical level of human relations skills.
- 460 Highest number indicates both the breadth and depth of specialized knowledge required because the objectives of the work are inherently conflicting (i.e., service vs regulatory responsibilities).

PROBLEM-SOLVING

- E Thinking within Commission policies and regulations in developing a regional program.
- 4 Analytical thinking is required in resolving regional problems among a variety of stockholder with conflicting interest.
- (43) Lower percentage reflects the availability of functional advice and guidance from H.Q. in solving complex problems. Problems are complex.

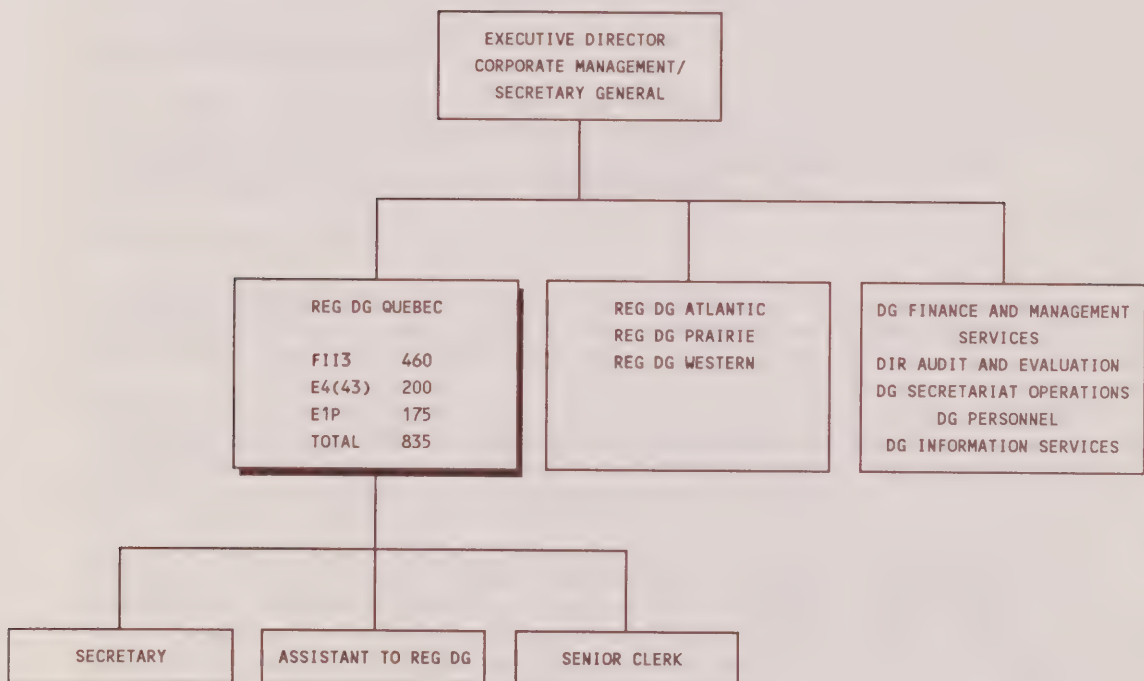
ACCOUNTABILITY

- E Reporting to the Executive Director, Corporate Management/Secretary General act under general direction in managing the regional programs of the Commission.
- IP Primary impact on regional resources as represented by an annual budget of \$54,000 (Constant).
- 175 Highest figure reflects the requirement to represent the commission to private industry and the province. The Executive Director is located in Ottawa and has extensive responsibilities; this position must operate with a high degree of independence and initiative.

SUMMARY

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| FII3 | 460 | E4(43) | 200 | E1P | 175 | 835 | P1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER Q-46-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: R-5-A

POSITION TITLE: Executive Secretary

GENERAL ACCOUNTABILITY

Provides advice and guidance on the development and maintenance of an awareness of the political climate for policy development implementation, to the Commissioner and the Senior Management Committee (SMC). Is responsible for developing and implementing communications strategies and for managing executive correspondence.

ORGANIZATION STRUCTURE

This position is one of ten positions at the second level reporting to the Commissioner. The other nine are: Deputy Commissioner, Policy and Program Development; Assistant Commissioner, Policy Administrative and Services; five Regional Deputy Commissioners; Director General, Corporate Policy and Planning; and Inspector General.

Reporting directly to the Executive Secretary are:

Director, Inmate Affairs (staff of 4) is responsible for providing advice to Senior Management on significant matters pertaining to treatment, the redress system, and institutional affairs generally, and providing advice to the Commissioner on the resolution of these matters.

Director, Public Affairs (staff of 6) is responsible for developing and implementing the Service's communication strategies, aimed at increasing public understanding and acceptance of its goals, practices and policies, and providing support to the Ministry Secretariat Communications Group on matters impacting on other agencies within the purview of the Minister.

Chief, Correspondence and Ministerial Liaison (staff of 6) is responsible for coordinating, preparing and vetting all matters relating to the preparation of executive correspondence to the Commissioner, the Minister's Office, other Members of Parliament(s) and Assemblies, etc. This position is also responsible for transmitting and interpreting complex and delicate policy and political issues, and for the coordination or preparation of briefing documents for the Minister or his/her staff.

Chief, Administration (staff of 7) is responsible for delivering and coordinating a full range of branch support services including resource allocation and control, executive correspondence tracking, timeliness and follow-up, and services to Commissioner's and Minister's offices. Special Assistant is responsible for ensuring the effective interlinkages of the major components of Policy and Program Development, Corporate Policy and Planning and Administrative Policy and Services, with the Executive Secretariat.

Administrative Assistant provides a full range of administrative and clerical support services to the Executive Secretary, the Senior Management Committee and Special Assistant.

NATURE AND SCOPE

Under the Solicitor General, the Service is responsible for administering sentences proposed by the courts and preparing offenders for their return as useful citizens to the community.

The Executive Secretariat carries out five major executive support programs for the Commissioner and Senior Management:

- Support and advice to the Commissioner and senior management on significant matters pertaining to the fundamental rights of institutionalized individuals;
- Developing and implementing communications strategies, while providing direction to the Corporate Communications Group of the Ministry Secretariat;
- Coordinating, preparing and vetting all executive correspondence to the Minister's office on complex and delicate policy issues;
- The provision of executive assistance to the Senior Management Committee in the areas of operational policy and program development;
- Coordinating all support services to the Commissioner's office including those activities listed above.

Within the highly operation Government agency, the Executive Secretary is responsible for ensuring the provision of timely operational policy advice to the Commissioner of the Service on matters of a particularly sensitive political nature. As a highly decentralized Federal agency providing a service to both the public at large and an institutionalized population, the Department operates from a headquarters in Ottawa and five regional offices. The effective operation of this decentralized Service is partly achieved through a Senior Management Committee composed of the Commissioner, the Deputy Commissioner, Policy and Program Development, the Assistant Commissioner, Administrative Policy and Services, and 5 regional Deputy Commissioners. As an advisory member of the Senior Management Committee, the Executive Secretary offers opinions, and has direct input into the decision-making process of the Department by providing advice to the Commissioner and the SMC.

The Executive Secretary also provides functional advice to the Executive Assistant of each (5) Regional Deputy Commissioners on general policy issues, with a particular emphasis on the communication of those policy issues to representatives from the media.

The Executive Secretary meets with the Minister's Chief of Staff and aides on a regular basis, to ensure that open lines of communication exist between the Minister and Commissioner's Office, and that adequate understanding is present on their part of departmental policies, operations, practices, especially in the light of the political context. In meeting with the Minister, the Executive Secretary offers direct policy advice. Within this function, the Executive Secretary is responsible for ensuring the preparation and coordination of briefing material for Parliamentary sessions and committees. There is a specific relationship to the Justice and Legal Affairs Committee for the Executive Secretary in that the latter is required to take a lead role in ensuring that the Commissioner is fully apprised of and prepared to answer question from parliamentarians.

The Executive Secretary must also be prepared, with the assistance of the Director, Public Affairs, to take a lead role in advising the Commissioner on policy and strategies to deal with the various publics, including the media, and special interest lobbying groups. The consequence of unsound advice in this regard may result in a serious negative image on the Department and the Minister.

The Executive Secretary, through the Director, Institutional Affairs, must also assume full responsibility as the senior advisor to the Commissioner, on matters of redress and the most significant and politically sensitive complaints. The provision of this advice will result in the development of, continuance of, or change to the redress and complaint policy.

The Executive Secretary assumes full responsibility for all the Commissioner's executive correspondence, and for all correspondence from the Minister which is germane to the Department. Through this responsibility, the Executive Secretary will have a specific impact on the perception of the Minister and the Commissioner by the Canadian public, parliamentarians and special interest groups.

DIMENSIONS (Constant Dollars)

| | |
|--|-----------|
| Number of departmental person-years: | 10,700 |
| Number of direct subordinate person-years: | 29 |
| Total O&M budget (including salaries): | \$349,000 |

SPECIFIC ACCOUNTABILITIES

- 1 Provides advice and guidance on the development of an awareness of the political climate for policy matters.
- 2 Manages the redress system and institutional affairs function.
- 3 Develops and implements communications strategies.
- 4 Manages the executive correspondence between the Department and the Minister's office, other Members of Parliament and assemblies.
- 5 Manages the planning, schedule, agenda and records of the Senior Management Committee.
- 6 Provides effective interlinkage between the major components of the Department, the Minister's Chief of Staff, and others.

EVALUATION RATIONALE

Executive Secretary

BM: R-5-A

KNOW-HOW

- F Through knowledge of departmental operations and programs with particular emphasis on parliamentary and ministerial liaison, public affairs and institutional grievances.
- III Coordination of the departments' liaison with Parliament, cabinet and public, and corporate coordination of the institutional redress process.
- 3 Critical level is required in liaising with the Solicitor General's Officer, Members of Parliament, departmental officials and with officials of private organizations.
- 528 Middle number reflects the skill and experience required to manage sensitive and complex issues.

PROBLEM-SOLVING

- F Thinking is within broadly defined objectives laid out by the Commissioner and the Minister's office.
- 4 Adaptive thinking is required in developing special communications strategies, in formulating solutions to grievances and in providing advice to the Commissioner.
- (50) Lower number indicates that a noticeable degree of guidance is available.

ACCOUNTABILITY

- F Reporting to the Commissioner, operates under general direction provided by the Commissioner and the Minister's office to provide communications and liaison with Parliament, Ministers' offices, the public and institutionalized individuals.
- 2P Primary impact on Secretariat as represented by the budget of \$349,000 (Constant).
- 304 Middle number reflects the amount of direction readily available and size of budget.

SUMMARY

FIII3 528

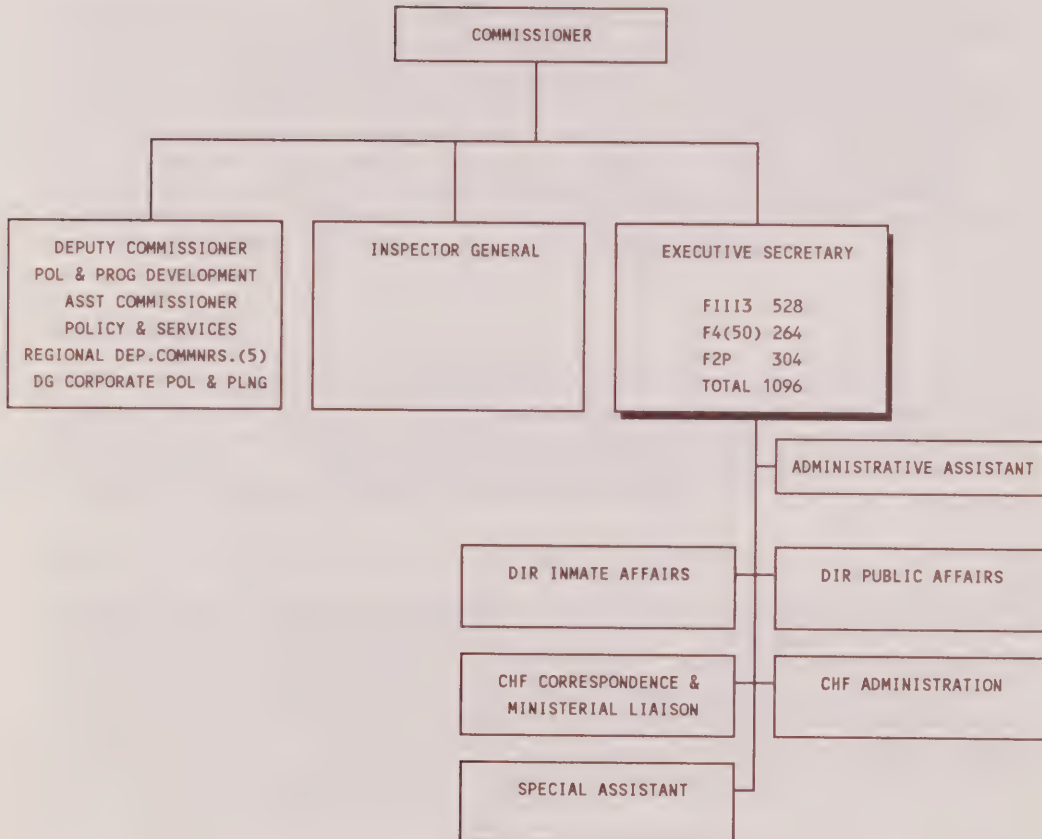
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: R-5-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: R-46-A

POSITION TITLE: Corporate Secretary

GENERAL ACCOUNTABILITY

Is responsible for providing overall direction, co-ordination and control in regard to guidelines, procedures and processes related to submissions for information or decisions which are presented to departmental committees and the Minister, and communicating the resulting decisions within the Department; acts as custodian of the Corporate seal; co-ordinates and controls the minute books, cabinet documents, memoranda of understanding and other records; acts as Privacy co-ordinator and as focal point for matters and activities related to Access to Information; is responsible for the preparation of all Ministerial and Deputy Ministerial correspondence, the departmental co-ordination of translation and official language complaints, and undertakes special assignments on behalf of the Deputy Minister.

ORGANIZATION

This is one of seven positions at the third level reporting directly to the Assistant Deputy Minister, Corporate Policy and Planning. The other six are: Director General, Planning and Program Development; Director General, Policy and Evaluation; Director, Parliamentary and Cabinet Affairs and Co-ordination; Director, Internal Audit; Director, Increased Ministerial Authority and Accountability Project; Trade Negotiation Officer.

Specific functions of the four positions reporting to the incumbent are:

Manager, Access to Information and Privacy, (staff of 5) plans and administers programs and advisory services to ensure compliance with the terms of the Human Rights Act, Access to Information Act legislation; established procedures and co-ordinates the control of federal information banks; established and maintains effective communication with officials of the Department, other departments and agencies and participates actively in setting up committees pertaining to Access to Information and Privacy legislation; evaluates and assesses the impact on the department of Access to Information and Privacy Legislation; organizes training and other educational programs throughout the department.

Assistant Corporate Secretary, (staff of 4) plans, organizes and directs the operations, and controls all internal communications between the Minister's and Deputy Minister's Offices as far as the departmental management committees are concerned; co-ordinates all material for Minister meetings, prepares planning calendars and agendas; establishes, maintains and operates an effective and efficient DMC Min/DM and Cabinet Document computerized tracking system; acts as designated Cabinet Document control officer on behalf of the Department; develops and maintains effective working relationship with senior officials within the Department and central agencies in order to provide or receive information concerning meetings and committees; manages the support services within the office of the Corporate Secretary and the Deputy Minister's Office.

Ministerial Support Staff, (staff of 12) provides administrative support services to the Minister's office.

Manager, Ministerial Correspondence/Translation Co-ordination and Official Languages Complaints, (staff of 13) writes, edits, reviews and approves precise and correspondence for the Minister's or Deputy Minister's signature for forwarding to the public, other Ministers, members of Parliament, Government officials and the private sector; co-ordinates replies which require multi-agency input; performs editorial work for other branches or sectors of the department; responsible for translation co-ordination and official languages complaints; maintains an effective and efficient Ministerial correspondence tracking system.

NATURE AND SCOPE

The Department is a common service agency providing support to the government as a whole through the effective management of a wide range of essential services.

In fulfilling its role, the Department serves its customers, suppliers, and the Canadian taxpayers. To customer departments and agencies, the department has a responsibility to demonstrate sensitivity and responsiveness to their needs and requirements. To suppliers, the department must provide fair and equal opportunity for business to compete for government work. In meeting these objectives, the department is accountable to Parliament and taxpayers for the judicious and effective expenditure of public monies by ensuring the prudence and probity of all aspects of these common service functions.

The Corporate Secretary, as secretary to the departmental management committees, contributes to the corporate cohesiveness of programs and activities. The position is responsible for providing overall direction and control in regard to guidelines, procedures and processes by which submissions for information or decisions are made to departmental committees and to Cabinet and the resulting decisions are communicated within the department. As required by law, all minute books, by-laws, resolutions and all other official records for the Department must be maintained. The Corporate Secretary acts as custodian of these official records and also of the Corporate seal, and certifies copies of all official documents of the department.

The position is designated the Access to Information Co-ordinator for the department.

Delegation of authority to approve recommendations for non-disclosure is limited to the Corporate Secretary who is also responsible for the establishment and management of a centralized administrative system. The incumbent is responsible for the provision of advice to managers at all levels in the interpretation of the Access to Information Act, as it relates to access requests. One of the major challenges of this position is to provide managers with advice on cases involving the release of third party information which may fall within the exemption set out in Section 20 of the Act, and on cases involving the release of information which might compromise the department's position in negotiations with suppliers.

The Corporate Secretary is also the designated Privacy Co-ordinator for the department and is responsible for overseeing the administration within the department of the Privacy Act. This includes the co-ordination relating to formal requests for access to personal information, for providing reports as required by Treasury Board, and for other administrative responsibilities as prescribed by the regulations.

The Corporate Secretary is responsible for all departmental correspondence prepared for the Minister's signature. The Ministerial Correspondence Office is thus in constant liaison with the Ministers' Office, to explain or clarify requirements, as well as to obtain relevant facts sufficient for the Ministerial Correspondence Office writers to respond fully to the points raised by the author of the correspondence. The office ensures a consistency in quality, timeliness and responsiveness to ministerial direction, while providing consistent and accurate interpretation of Departmental policy/position vis-à-vis the public, Cabinet colleagues, Members of Parliament and other levels of government.

The Corporate Secretary is also responsible for the provision of answers to complaints lodged against the Department by the Office of the Commissioner of Official Languages (COL).

DIMENSIONS (Constant Dollars)

| | |
|--|-----------------|
| Staff | 35 Person-Years |
| Operating Budget (including salaries) | \$367,000 |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the maintenance of all official records for the Department, including minute books, Cabinet documents and decisions, Treasury Board submissions and decisions, Order-in-Council submissions and decisions, Memoranda of Understandings; acts as custodian of the Corporate Seal of the Department and all official departmental records, and keeps Cabinet Documents and Cabinet Records of Decision on behalf of the Department.
- 2 Acts as Privacy Co-ordinator and as the focal point for matters and activities relating to Access to Information.
- 3 Acts as the focal point for the preparation of all Ministerial/ Deputy Ministerial correspondence.
- 4 Ensures the application of the "Responsibilities of Departments" section of the Translation Bureau Regulations within the Department, and provides satisfactory answers to complaints lodged against the Department by the Office of the Commissioner of Official Languages.
- 5 Disseminates guidelines and procedures on the decision-making process and recommends changes to the decision-making process within the department.

- 6 Recommends the agenda for all meetings of Committees, provides material and research on past decisions as appropriate, arranges for the distribution of meeting materials, the recording of proceedings and decisions, the communication of decisions and the follow-up to ensure action on decisions, and reports to Management on decisions not yet implemented.
- 7 Advises on requirements for submissions and reports to Committees and on the formal and content of submission, and the process required for approval; determines the acceptability and routing of all submissions.
- 8 Co-ordinates the translation, printing and transmittal of Cabinet Submissions, with appropriate copies to Treasury Board and Finance Briefing Officers.

EVALUATION RATIONALE

Corporate Secretary

BM: R-46-A

KNOW-HOW

- F Specialized knowledge of departmental delivery functions including policies and procedures. Seasoned knowledge of Privacy and Access to Information legislation, policy and processes, and of Parliamentary affairs and procedures.
- II Department wide co-ordination of corporate level decision making processes and Privacy and Access to Information legislation.
- 3 Critical level is required to influence and convince senior management of recommendations.
- 460 High number reflects the size and complexity of the department, and its frequent interface with central agencies, senior management and ministers' staff.

PROBLEM-SOLVING

- E Thinking within clearly defined policies and objectives in developing guidelines, procedures and processes by which submission for information or decision are made to departmental committees and to Cabinet.
- 4 Adaptive thinking is required in recommending courses of action relating to Information and Privacy legislation and the department's decision making process.
- (43) Lower percentage is consistent with the prescriptive legislation available as source of guidance.

ACCOUNTABILITY

- E Reporting to the ADM, Corporate Policy and Planning, acts within general direction in controlling the decision making process in a large and complex department.
- 2P Primary impact on an operating budget of \$367,000 (Constant).
- 200 Middle number is consistent with operating policies and processes that are well defined and the size of budget.

SUMMARY

FII3 460

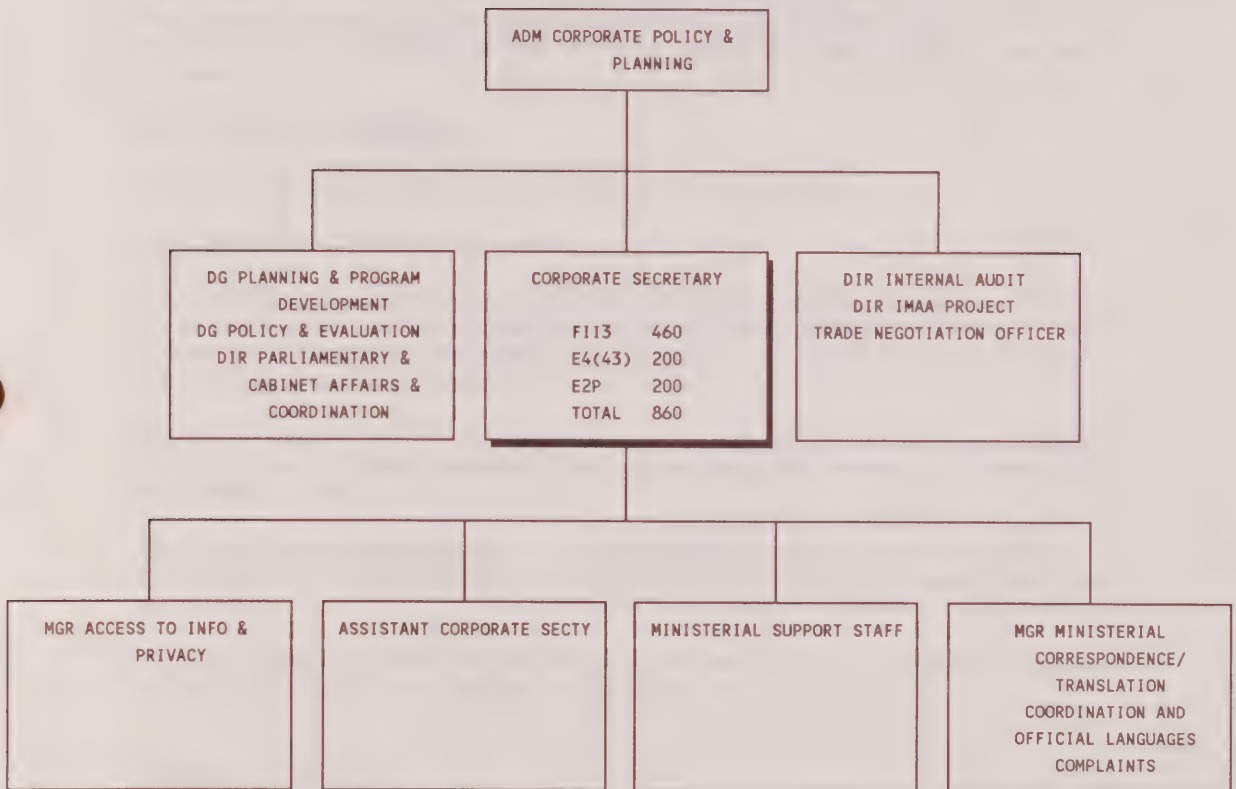
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER R-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: R-46-B

POSITION TITLE: Executive Director, Council Secretariat

GENERAL ACCOUNTABILITY

The Executive Director is accountable to the Chairman and the Minister for the effective management, organization, planning and leadership of the Council Secretariat; and for the provision of policy analysis and advice required to implement Council's strategies, plans and activities.

ORGANIZATION STRUCTURE

This position is the only one reporting to the Chairman of the Council.

Reporting to the Executive Director are:

Director of Projects (Employment) and Director of Projects (Immigration) (Staff of 12) These two positions plan, organize, lead and carry out work for the production of advisory documentation for the Minister through working committees assigned to projects involving either Employment and/or Immigration.

Director of Research (Staff of 3) is responsible for the gathering of socio-economic intelligence required for the successful completion of projects initiated by the Minister and/or the Chairman and Members of the Council.

Director of Communications (Staff of 3) is responsible for all aspects of public information and communications on a national scale; and for writing and/or editing articles, manuscripts, texts and speeches.

Corporate Secretary (Staff of 2) is responsible for the coordination and provision of support services for the Council, including finance, administration and personnel.

NATURE AND SCOPE

The Council was established by Act of Parliament which states that the function of the Council is "to advise the Minister on all matters to which the powers, duties and functions of the Minister extend".

The Council constitutes a chairman and twenty-one members appointed by Order-In Council who represent business, labour, and a variety of interest groups across Canada. In order to study issues, members form working committees, and provide the Chairman with reports and recommendations which are discussed in Council, and if approved, are conveyed to the Minister.

The Advisory Council, represents a unique high level interface between Government and the private sector in the fields of employment and immigration. The results of Council deliberations have proven to be a determining factor in the resolution of politically and publically sensitive issues. The Council has played a major role in developing a working partnership with business and communities. The Council in it's work travels to communities across Canada, and obtains the views of a large variety of individuals from every sector, thus gaining a first hand awareness of Canadian society which enhances the relevance of its advice to the Minister.

The Council and its Secretariat are responsible for contributing to the attainment of the objectives and goals of the Government through the provision of advice concerning such issues as: "future immigration levels", "the problems of older workers", "the impact and implementation of the National Training Act", and "services to refugee claimants". The Executive Director, in the role of senior advisor to the Chairman and Council, must be conversant with diverse issues, both public and political, in order to ensure that projects are carried out in the most expeditious and efficient manner. The Executive Director must be continually aware of political, social, and economic trends and developments, and be capable of assessing the issues presented to Council for consideration. The position must determine which are relevant and of priority, and must ensure that the proper machinery is in place to provide effective support to working committees (communications and information service, research, financial support, and administration).

When a study is undertaken by a Council committee, a major challenge for the Executive Director is to ensure that the work maintains momentum and adheres to relevant positions. In this context, at times the incumbent must convince committee chairpersons to modify their approach. This can be very difficult as often there are vested interests and differences of opinion as to methodology in approaching a specific issue.

The Executive Director must be continually aware that aside from a small staff, Council members are not public servants and are not subject to the same bureaucratic constraints and restraints. These individuals are from all walks of life, presidents of corporations to representatives of labour organizations. Therefore, when differences of opinion arise and the Executive Director must mediate and/or resolve an impasse, he/she by necessity, is required to persuade and ultimately gain the agreement of all concerned.

The Executive Director must often take action without reference to the Chairman and in this respect is, in fact, the Chairman's "alter-ego" with all the authority to act in his/her place. The Chairman is appointed on a part-time basis and is, therefore, only available at certain times. The Executive Director is expected to be continually in contact with Deputy Ministers and Assistant Deputy Ministers of other departments and agencies, presidents and vice-presidents of corporations, officials of labour organizations and representatives of special interest groups to discuss the initiation of projects, and their scope; to resolve any problem which may present itself during the course of a study and to discuss the results and recommendations in order to gain some insight of their opinion.

DIMENSIONS

Subordinate Staff Years:
Annual Operating Budget:

22
\$ 255,754(Constant)

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes, and directs, the work of the Advisory Council in order that quality advice be given to the Minister.
- 2 Provides an effective communications link between Government and the people of Canada.
- 3 Provides socio/economic related intelligence to permit sound study practices respecting working group projects.
- 4 Directs, economic evaluations and studies to help meet specific project needs.
- 5 Represents the Council, as required, at meetings with departments and agencies, provincial governments, non-governmental organizations and private industry.
- 6 Manages the Council Secretariat.
- 7 Acts as alter-ego to the Chairman to ensure continuity in the functioning of the Council.

EVALUATION RATIONALE

Executive Director, Council Secretariat

BM: R-46-B

KNOW-HOW

- F Extensive knowledge of social and economic conditions in Canada, and world-wide legislation and policies concerning employment and immigration, and of the views of Canadians on recommendations and advice, to the Chairman and Minister.
- II Both operational and conceptual coordination of the Council's activities involved with the provision of Ministerial advisory services on Canada's employment and immigration policies.
- 3 Critical human relations skills are required to work effectively with Canadian business, labour and other interest groups.
- 460 Highest number reflects the expertise required to manage highly specialized personnel engaged in socio-economic research.

PROBLEM-SOLVING

- F Thinking within broadly defined objectives, the position is required to provide the Chairman and Minister with the views and attitudes of Canadians on employment and immigration policies.
- 4 Adaptive thinking is required to arrive at recommendations and/or solutions to problems which clearly express the views of Canadians.
- (50) Lower percentage is consistent with the guidance available from the Chairman.

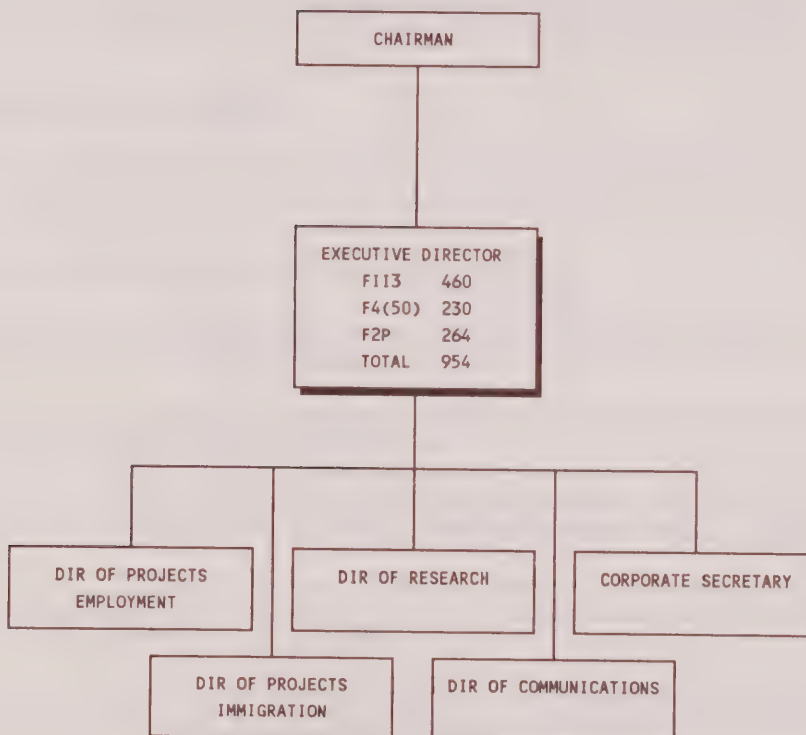
ACCOUNTABILITY

- F Reporting to the Chairman of the Council is subject to broadly defined policy and direction in supporting the Council and proving continuity to its activities.
- 2P Primary impact on Council's operation as exemplified by an operating budget of \$255,754 (Constant).
- 264 Lowest number reflects the scope of the position is limited to management of studies.

SUMMARY

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| FII3 | 460 | F4(50) | 230 | F2P | 264 | 954 | A1 |
|------|-----|--------|-----|-----|-----|-----|----|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER R-46-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-10-A

POSITION TITLE: Assistant Deputy Minister, Conservation & Protection

GENERAL ACCOUNTABILITY

Is accountable for the formulation of federal policies, objectives, and priorities to ensure the effective management, conservation and use of lands, water and wildlife in Canada, and the protection of the Canadian environment consistent with economic development.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Deputy Minister. The other four are: ADM Parks; ADM Atmospheric Environment Service; ADM Planning; and ADM Finance and Administration.

Reporting directly to this position are (11 positions) as follow:

Director General, Inland Waters/Lands (Staff of 633) plans and manages national and international water management programs.

Director General, Environmental Protection (Staff of 313) plans and manages national environmental protection policies and regulations.

Director General, Canadian Wildlife Service (Staff of 81) plans and manages all federal, national and international responsibilities for wildlife, particularly endangered species and migratory birds.

Director, Policy (Staff of 20) develops, interprets and evaluates policies and identifies priorities for conservation and protection resource management and environmental protection programs and for environmental issues facing Canada.

Comptroller (Staff of 134) controls and directs financial and administration operations and planning activities to ensure appropriate application, compliance and enforcement of departmental plans, regulations and objectives.

Director Personnel (Staff of 31) provides all personnel services at headquarters for the group.

(Five Regional Directors General (Staff of 1297) Atlantic, Quebec, Ontario, Western & Northern and Pacific & Yukon Regions) is responsible for the effective and efficient delivery of environmental protection programs, inland waters, lands and wildlife and related support services in the Region; participating in the development of priorities and plans as members of the management board, and coordinating, as a member or chairperson of the regional management team, departmental activities from a corporate point of view, in the Region.

NATURE AND SCOPE

The ADM Conservation and Protection is responsible for the direction of one of the three major operating entities of the Department that is concerned with the administration of federal policies and programs on lands, water, wildlife conservation and development, and environmental protection. The policies and programs for which the ADM is responsible are developed to discharge, directly, the terms of nine federal Acts, and to contribute substantially to the administration of twelve other Acts, impacting on or partly administered by Conservation and Protection.

Conservation and Protection is a technical and scientific operation consisting of a Headquarters and Regional Directors General having Directors of Wildlife, Water/Lands and Environmental Protection reporting to them in each of five regions and having sub-offices located in some 30 centres across Canada. The organization also includes five major national research institutes in water, wildlife and environmental protection. The activities range from research to scientific data collection to developing guidelines and regulations to compliance enforcement, and to direct management activities (e.g. licensing hunting of migratory birds, regulating levels of boundary waters such as the Great Lakes) and coordination of responses to environmental emergencies. The ADM is the senior federal government spokesperson and coordinator in the environmental conservation and protection fields. This is achieved through chairing federal interdepartmental committees. For example, the ADM chairs, by Cabinet decision, the interdepartmental committees on water, on land and on toxic chemicals and federal/provincial committees such as The Federal/Provincial Wildlife Deputies Committees (East and West) and the Prairie Provinces Water board. DG's chair other federal and federal/provincial committees to plan and coordinate work on lands, water, wildlife, and environmental protection matters.

The position is part of the senior corporate level of management in the Department and within the Department the ADM is expected to contribute directly to overall policies and management through membership on the Executive Committee. The ADM is also expected to represent the policies and programs of the Government in these major areas to specialist and public meetings, Standing Committee of the House of Commons, the press, etc.

The position is required to play a leadership role in obtaining departmental, interdepartmental, international, provincial and public agreement to recognize environmental and resource management problems and to support actions or proposals to solve these problems. The major challenges of the position are a lack of clear federal constitutional authority in the environmental field and conflicting federal/provincial jurisdictions and roles; complexity of the environment and environmental problems; conflict between economic interests, resource development and environmental concerns; impact of environmental initiatives and problems on other countries, other government departments, provinces, industry and the public; high public interest, public and media pressures. The incumbent is responsible for directing the design and implementation of national programs to meet approved policies and objectives; managing national programs of research, data collection and technology transfer; and promoting the environmental protection ethic by obtaining departmental, interdepartmental, international, provincial and public agreement, cooperation and participation in the development and implementation of policies, plans, programs and activities designed to protect the environment.

The work of the ADM is assigned by the Deputy Minister in the broadest of terms. Within the framework of departmental objectives and programs, the ADM has complete freedom in making decisions on the composition of programs and the allocation of resources assigned, subject to meeting the responsibilities and goals agreed to with the Deputy Minister. Proposed changes in policies and major changes in program thrusts or organization require the Deputy Minister's approval.

The ADM, frequently represents the Department and the Service in international fora in the negotiating, information exchange or advocacy roles; by appearing before parliamentary committees and task forces to inform members and respond to queries; at interdepartmental, intergovernmental and interagency committees, task forces and meetings to negotiate, inform or advocate; at government-industry meetings to exchange viewpoints and positions; at meetings with representatives of public interest groups to listen to their views and explain departmental policies and programs; at briefings with the media on environmental protection and resource management matter.

The ADM occasionally heads, or is a member of Canadian Delegations to international meetings.

DIMENSIONS (Constant Dollars)

| | |
|--------------------|--------------------|
| Staff | 2,512 Person-Years |
| Budget - Operating | \$41.5 Mil |
| Capital | \$3.5 Mil |
| G&C | \$54.8 Mil |

This position is responsible for managing Capital and Grants and Contribution funds which require extensive negotiation and evaluation of projects and/or research where the provincial governments or other parties provide equal or partial additional funding; e.g. Canada Water Act Agreements.

SPECIFIC ACCOUNTABILITIES

- 1 Promotes the sound management and development of Canada's water and land resources, migratory bird management, threatened and endangered species, and other national and international wildlife issues by formulating related departmental objectives and programs.
- 2 Oversees the development of related legislation to ensure that the federal government carries out its responsibilities for protection of the environment in a manner consistent with national policy.
- 3 Maintains good relations and consultations with, and ensure the dissemination of information on the status of environmental quality to the public at large, the governmental community at all levels, and the specialized and international interest groups involved to identify priorities and the best solutions to problems.

- 4 Negotiates formal and informal agreements with other Departments, Provincial and U.S. government agencies and organizations which have associated responsibilities or interests in environmental protection, lands, water and wildlife to protect Canadian and federal interests and ensure cooperation and coordination of efforts.
- 5 Manages the human and financial resources assigned to Conservation and Protection to ensure effective and efficient operations and to meet the Government's goals of increased accountability and streamlined program delivery to the public.

EVALUATION RATIONALE

ADM, Conservation and Protection

BM: SA-10-A

KNOW-HOW

- G Nationally and internationally recognized expert in environmental conservation and protection issues and disciplines. Recognized competence in the understanding/application of the principles and practices of a wide range of highly scientific and technical subject areas (ie: biology, engineering, etc.) and associated legislation, policy formulation, resource allocations and planning techniques.
- IV Coordination and policy formulation for a broad range of departmental programs including water, wildlife, lands, environmental protection, associated research/development and technology transfer, legislation regulation and enforcement and environmental emergency response.
- 3 Critical level required in advocating environmental issues nationally and internationally in a variety of fora and to effectively manage and motivate a large multidisciplinary staff of over 2,500.
- 1056 Highest number chosen to reflect the tendency to accept mastery of conservation and protection integrated issues/disciplines and a strong IV and 3 as departmental spokesperson on a variety of highly politically sensitive issues under close public scrutiny.

PROBLEM-SOLVING

- G Thinking guided by government philosophy, public participation and awareness and the parameters outlined by current scientific research in a wide variety of fields. General guidance and abstract direction received from senior most management in terms of long range goals for the health of the Canadian environment.
- 4 New concepts and imagination approaches are expected. The incumbent will identify associated problems, analyze proposed solutions and choose the solutions made in concert with the concepts of conservation and protection and Canadian economic interests.
- (66) Higher percentage indicates the necessity to amalgamate changing government philosophy and direction with emerging or proposed scientific findings and research. The thinking challenge 4 tends to the uncharted due to the complexity and high public profile relating to environment issues and associated emergency responses.

ACCOUNTABILITY

- G Reporting to the Deputy Minister, acts, subject to very broad guidance on developing necessary legislation, objectives, priorities and programs, to ensure effective management, conservation, protection and use of lands, water, and wildlife in Canada and the general protection of the environment as a whole.
- 4P Primary impact on a national program as represented by an operating budget of \$41.4 million (Constant) and grants and contributions budget of \$54.8 million (Constant) and a staff of over 2,500 employees.
- 800 Middle number reflects the solid nature of the freedom to act dimension G with recognition of the associated dollar and human resources impact of both the primary and contributory roles.

SUMMARY

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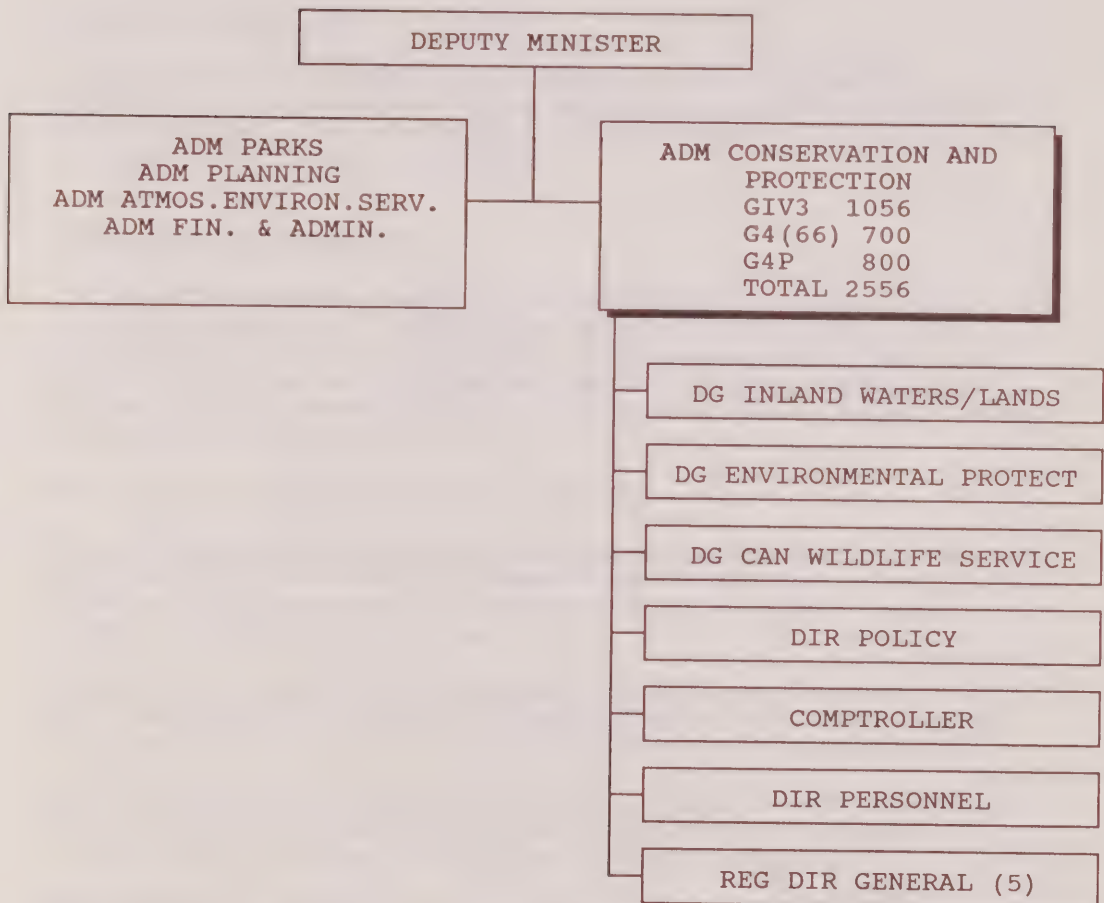
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-10-A



BM: SA-10-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-9-A

POSITION TITLE: Assistant Deputy Minister, Northern Affairs Program

GENERAL ACCOUNTABILITY

Is accountable for effectively integrating and managing the northern responsibilities of the Department for northern resource management, environmental protection, economic and political development, science and coordination and to implement the policies for the political, economic and social development of the North.

ORGANIZATIONAL STRUCTURE

This is one of the nineteen positions at the second level reporting to the Deputy Minister. The other eighteen positions are: Associate Deputy Minister, ADM Indian Services; ADM Self-Government; ADM Economic Development; ADM Lands Revenues and Trusts; ADM Finance and Professional Service; DG Executive Services; DG Communications and Human Resources; Regional Directors General, Yukon; and Northwest Territories; Regional Directors of the Indian and Inuit Program.

Six positions report directly to the ADM, Northern Affairs:

Director General, Yukon Region; Director General, Northwest Territories Region (Staff in YT of 216 and NWT of 173) directs the implementation and field administration of acts, regulations, policies and programs for northern renewable and non-renewable resource management and environmental protection.

Director General, Constitutional Development and Strategic Planning (Staff of 82) develops federal policies, strategies and programs for the political, cultural, and social and economic development of the North, and for the safeguarding of Canada's enduring federal interests.

Director General, Natural Resources and Economic Development (Staff of 99) develops and implements federal policies, legislation, strategies and plans for the wise management of northern natural resources, and for the promotion of economic development.

Director, Planning and Support (Staff of 14) provides executive and administrative support services in financial reporting, administration and control.

Executive Assistant (Staff of 3) provides timely and effective executive support services including management of correspondence and briefing processes.

NATURE AND SCOPE

The Department's activities are highly diversified and dynamic. They involve issues that are provincial, national and international in scope and which are spread throughout several different sectors - the Northern Affairs Program, Canada Oil and Gas Lands Administration, Land Claims and Indian Services. The questions of political development, land claims, economic development and sovereignty enhancement are interrelated in terms of impacts and timing, making for a complex environment. The ADM is the senior official responsible for coordinating the department's northern programs and activities. Moreover, the incumbent must encourage the numerous federal departments active in the North to discharge their mandates in accordance with the federal government's northern policy. The ADM conducts high-level and sensitive negotiations with senior management in other departments and central agencies to ensure that federal activities in the North are well-coordinated.

The major goal of the ADM is to implement the government's policy on northern political development. The northern political landscape is rapidly evolving. As increasing levels of responsible government are achieved, program responsibilities are transferred and new approaches to government are emerging. The position requires the advocacy of strengthened responsible and accountable northern governments, the settlement of land claims, and the development of public government institutions compatible with the rights and interests of aboriginal people.

Central to this approach is the transfer of the department's programs to the territorial governments (according to their schedule), to other federal departments or to outside agencies.

The ADM administers the legislative responsibilities of the Minister. This includes the Yukon and Northwest Territories Acts and 15 pieces of provincial-type resource management and environmental protection legislation, including a diversity of regulations. The incumbent is responsible, until programs are transferred, for the wise management of the North's land, forest, water, mineral and oil and gas resources, for promoting appropriate land use planning, for the protection of the sensitive northern environment, and for the maintenance of an efficient and fair regulatory regime for onshore and offshore activities, including major resource development projects. For oil and gas resources, the regulatory regime is managed by the Canada Oil and Gas Lands Administration and the ADM provides policy direction.

The incumbent promotes diversified and environmentally-sound economic development in the North. The northern economy is largely dependent on natural resources and international markets. It is characterized by a small population, great distances, a growing labour force, shortages of skilled workers, and difficult conditions. The incumbent seeks to further develop the northern economy through sound management of the resource sectors, effective use of the federal-territorial economic development agreements and other small loan/grant programs. The incumbent also supports the native economy through cooperation with the territorial governments, the appropriate construction and reconstruction of northern roads, as well as by developing a positive climate for investment and seeking to maximize northern benefits from development.

The ADM ensures that the delivery of the department's programs and services to Indian people is coordinated with Northern Affairs programs, and that it respects the unique northern circumstances as well as the government's other northern policies. The incumbent also ensures that northern policy considerations are brought to bear in the settlement of native land claims.

The incumbent is responsible for managing programs in a number of other fields: the encouragement of international cooperation on northern issues, particularly regarding science with other circumpolar countries, contributing to the enhancement of Canadian sovereignty in the Arctic, the management of federal-territorial fiscal relations which includes almost \$200 million in transfer payments to the territorial governments, encouragement of northern scientific activities and research, and support to Inuit development.

The major challenges for the ADM include the transfer of provincial-type programs to the territorial governments, transfers to other federal departments or outside agencies, and providing assistance in the settlement of land claims. These must be accomplished in ways that best serve northerners and Canadians in general and which ensure fair treatment for employees. In the interim, the ongoing responsibilities of the department must be discharged in a highly complex environment marked by assertive territorial governments and native organizations and difficult economic circumstances.

DIMENSIONS (Constant Dollars)

| | |
|------------------------|----------------------------|
| Staff: | 593 person-years |
| Salaries | \$8,602,150 |
| Other O&M | \$6,451,612 |
| Capital | \$5,107,526 |
| Grants & Contributions | \$8,870,967 |
| Transfer Payments: | \$187.3 Mil |
| Revenues | \$4.2 Mil (includes COGLA) |

SPECIFIC ACCOUNTABILITIES

- 1 Manages the dissolution of the Northern Affairs Program through the transfer of programs over-time to territorial governments, other federal departments, or outside agencies.
- 2 Promotes sustainable, environmentally-sound and diversified economic development.
- 3 Promotes strengthened responsible and accountable northern governments.
- 4 Promotes the settlement of native land claims and ensure the protection of federal interests and northern rights in these processes.
- 5 Ensures the effective management of oil and gas, mineral, water, forest, and land resources and the protection of the northern environment.

EVALUATION RATIONALE

ADM, Northern Affairs

BM: SA-9-A

KNOW-HOW

- G Broad mastery of all functions pertaining to the Northern Affairs Program as well as federal and territorial governments legislation, policies and objectives. An in-depth knowledge is also required of the goals and operations of the governments of the Yukon and Northwest Territories; problems and agreements related to circumpolar issues involving the governments of Canada, USA, USSR and Greenland, e.g., exploration, pipelines, economic and environmental concerns.
- IV Coordination and management of all activities for Northern Affairs such as social, cultural, political, renewable and non-renewable resources. Conceptual management in policy and program formulation.
- 3 Critical level required in directing and advising senior staff in negotiating formal and informal agreements with other departments, governments and organizations which have interests to ensure that activities are consistent with federal objectives.
- 920 Middle number reflects the requirement for broad knowledge of legislation and a variety of programs to coordinate complex issues dealing with the Canadian North.

PROBLEM-SOLVING

- G Thinking within general policies, principles and goals administers a highly diversified and dynamic program with involvement in issues at the national and international level. Recent major developments in the critical areas of native land claims, hydrocarbon exploration, transportation, constitutional, economic and social development in Canada's North necessitate careful analysis and evaluation of previously established northern objectives, strategies and policies.
- 4 Adaptive thinking challenge inherent in making recommendations on the continued relevance of broad policy objectives in view of changing attitudes and priorities. These recommendations are formulated through sensitive consultations with such groups as native organizations, industry, conservation groups and government organizations.
- (66) Higher percentage reflects the innovative solutions to existing problems.

ACCOUNTABILITY

- G Reporting to the Deputy Minister, is subject to general guidance from senior management in administering the Northern Affairs program. Assists in Northern federal policy formulation by providing advice to the Minister on substantive issues.
- 4P Primary impact on program end results reflected by an operating budget of \$15 Mil (Constant).
- 700 Low number reflects a high degree of latitude in managing the Northern program and a moderate operating budget.

SUMMARY

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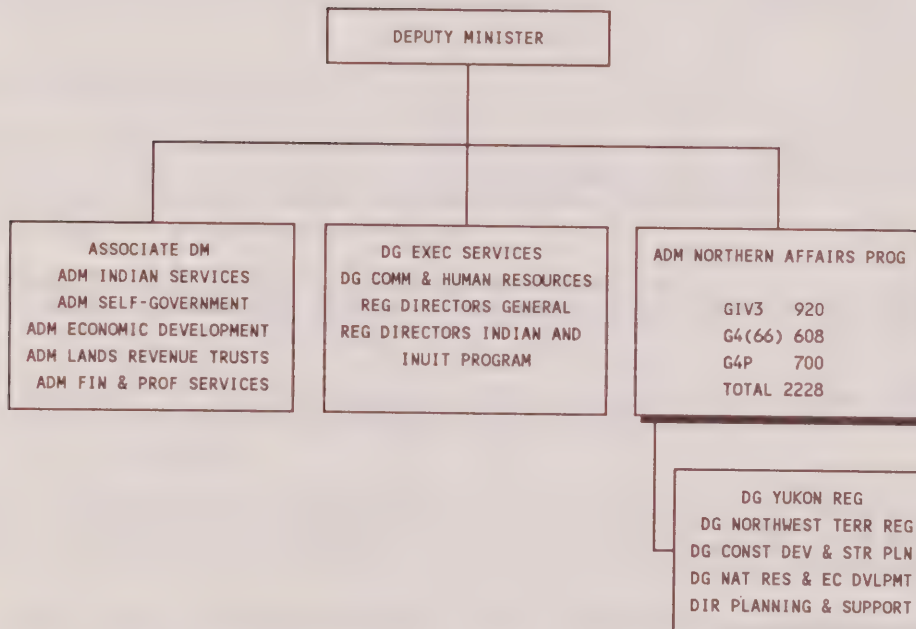
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-9-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-8-A

POSITION TITLE: Director General, Drugs

GENERAL ACCOUNTABILITY

Is accountable for the planning, direction and management of a program to ensure that drugs for human use are safe and effective; that drugs for veterinary use are effective and do not cause harmful residues in foods; that drugs subject to abuse are controlled; and that cosmetics are not harmful.

ORGANIZATIONAL STRUCTURE

This is one of six positions at the third level reporting to the Assistant Deputy Minister, Health Protection. The others are Directors General of Environmental Health; Field Operations; Food; and Laboratory Centre for Disease Control and a Director, Central Services. Reporting to the Director General, Drugs are:

Director, Bureau of Human Prescription Drugs (Staff of 100) manages physicians, scientists and support staff in pharmacology, toxicology and therapeutics in the premarket evaluation of all new prescription drugs sold in Canada.

Director, Bureau of Veterinary Drugs (Staff of 30) manages veterinarians, biologists and support staff in evaluating the effectiveness of drugs for use in animals and their safety when used in food-producing animals.

Director, Bureau of Nonprescription Drugs (Staff of 38) is responsible for ensuring that unlicensed products are safe, effective and advertised and presented in an informative manner, that cosmetics are safe, and for the pre- and post-market evaluation of non-prescription drugs.

Director, Bureau of Dangerous Drugs (Staff of 124) is responsible for a national program to ensure that drugs with a potential for abuse are controlled to prevent diversion from the licit market and that the Departmental administrative responsibilities under the Narcotic Control Act and Regulations and of the Food and Drugs Act and Regulations are satisfactorily discharged.

Director, Bureau of Biologics (Staff of 55) is responsible for the assurance of the safety and effectiveness of drugs derived from biological origins such as vaccines, toxoids and blood products which require exceptional degrees of control.

Director, Bureau of Drug Research (Staff of 81) is responsible for the provision of scientific information concerning the identity, quality and effects on users of drugs, cosmetics and ancillary substances.

Director, Bureau of Drug Quality (Staff of 15) is responsible for the provision of information to provincial governments and purchasing agents concerning the quality of all drugs used in provincial drug formularies.

Senior Consultant, Pharmacy is responsible for providing information on the practice of pharmacy in all provinces as well as any proposed new regulations under the provincial pharmacy acts to ensure coordination with federal drug control programs.

Chief, Drug Regulatory Affairs (Staff of 5) is responsible for ensuring that regulatory changes are enacted in accordance with policies.

Chief, Drug Statistics and Computer Services (Staff of 10) is responsible for the provision of statistical advice to units of the Directorate in the prosecution of their programs and advice on the application of computer technology.

Chief, Administrative Officer (Staff of 3) is responsible for the provision of guidance to the Director General and bureau directors to ensure that all central agency policies and practices are adhered to.

Chief, Planning and Control is responsible for the development and maintenance of planning systems in the Directorate which respond to management and central agency needs.

NATURE AND SCOPE

Within the general mandate of the Department the objective of the Branch is to reduce illness and untimely death of Canadians associated with the environment, both man-made and material.

The Director General, Drugs is responsible for making decisions needed to provide protection for the public against unsafe, dangerous, fraudulent or ineffective drugs for use in humans and in animals. The incumbent is similarly responsible for ensuring that cosmetics are safe.

The incumbent chairs a program executive committee of bureau directors and advisory personnel to develop policy and recommendations for the Assistant Deputy Minister relating to matters of drug use, abuse and misuse. Implementation and interpretation of broad policy objectives are the responsibility of the Director General and Chairman of the Executive Committee.

The major challenge is to ensure that the degree of regulatory control is commensurate with the risk to public health. The development of policy options available to achieve program goals may require the use of an educational strategy aimed at professionals and/or the general public. Both the health professional organizations and the manufacturing sectors (pharmaceutical and cosmetic) are frequently called upon to exercise their influence in minimizing health hazards associated with drug and cosmetic use. Contacts are at the highest national level and the incumbent is expected to articulate the federal government policy.

Regulation changes must be referred to the Assistant Deputy Minister for approval by Governor-in-Council. Under the Food and Drugs Act and the Narcotic Control Act, the incumbent is responsible for forwarding specific recommendations to the Assistant Deputy Minister for all drug scheduling decisions. Administrative policies and guidelines in the drug control program are developed by the Director General.

Contacts within the Department are most frequently initiated to obtain Assistant Deputy Minister or Deputy Minister concurrence with recommendations forwarded for approval. Frequent contact with the field operations is required to ensure that enforcement programs or actions are compatible with the drug program policies developed by the Drugs Directorate. Less frequent contact is required with other federal government departments on program aspects because of the autonomy provided by the legislation. Contacts are maintained with Departments such as Consumer and Corporate Affairs and Regional Industrial Expansion to ensure compliance with overall federal objectives.

Committee work is frequent with the national manufacturing associations such as the Pharmaceutical Manufacturing Association of Canada to resolve particular issues raised either by the Directorate or by the associations. Contact with the Canadian presidents of multinational pharmaceutical cosmetic companies is to interpret or otherwise help resolve particular difficulties.

Contact is frequent and continuing with the Canadian Medical Association, the Canadian Pharmaceutical Association and the Canadian Veterinary Medicine Association on matters relating to drug use and misuse. Provincial contacts are maintained by chairing the Conference of the Registrars of Medicine and the Conference of the Registrars of Pharmacy to ensure harmony of federal legislation with provincial responsibilities governing the practice of the professions such as medicine, pharmacy and nursing.

The Director General, Drugs, is also on occasion required to act for the Assistant Deputy Minister during his/her absences. This requires an up-to-date knowledge of the policies and legislation under the jurisdiction of the Branch. Contacts are made with the Deputy Minister and with associations and other government departments affected by Branch legislation.

A continuing and frequent contact with the United States' Food and Drug Administration and the United Kingdom's Department of Health and Social Security is also required. Representation at international meetings to seek means by which Canada can collaborate internationally to assist the early introduction of new drugs is an ongoing responsibility.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|-------------|-------|
| Department | 8,895 |
| Branch | 1,919 |
| Directorate | 466 |

Budgets:

| | |
|-----------------|-------------------|
| Salary | \$4,553,842 |
| Other Operating | <u>\$ 843,502</u> |
| Total | \$5,397,344 |

SPECIFIC ACCOUNTABILITIES

- 1 Provides regulatory programs to ensure that safe and effective drugs are available to the Canadian public and that safe cosmetics are available to the Canadian public.
- 2 Directs a program to ensure the absence of drug misuse and abuse.
- 3 Provides a national perspective of Canadian drug needs.
- 4 Provides specific recommendations on regulations required under the Food and Drugs Act and Regulations and the Narcotic Control Act and Regulations (or recommendations for changes to the acts themselves), to ensure achievement of the above.
- 5 Ensures the achievement of Directorate objectives by effectively acquiring, developing and utilizing human, financial and other resources.

EVALUATION RATIONALE

Director General, Drugs

BM: SA-8-A

KNOW-HOW

- G Broad mastery of pharmacology, biochemistry, organic chemistry, and medicine; also a thorough knowledge of analytical and evaluative processes and techniques, particularly as they relate to evaluation the safety and effectiveness of medicines and other drugs being considered for use or sale on the Canadian market; and of the Canadian and international pharmaceutical industry is required to regulate preparation, dispensing, testing and marketing of drugs in Canada.
- III Conceptual integration of various diverse aspects of drug use and control on a nation wide basis to optimize the benefit to the Canadian public of new drugs and to minimize the risk to public health. Operational coordination of seven bureaus specializing in pre-market evaluation, veterinary drug sciences, drug submission, drug control under the Narcotics Control Act, and effectiveness of drugs derived from biological origin and drug research.
- 3 Critical level human relations skills requires in directing and motivating staff; in influencing and convincing senior department management on policy and program objectives; and representing the department with private companies and provincial governments.
- 800 High number reflects the high degree of scientific expertise required to manage a national program of research and regulation.

PROBLEM-SOLVING

- F Thinking within broadly defined policies on control, monitoring, and supervision of drug testing, distribution and use in Canada; and responsible for devising and developing programs to achieve branch objectives.
- 4 Adaptive thinking in monitoring, identifying, assessing, analyzing, and regulating licit and illicit drug use in Canada.
- (57) Higher percentage is indicated because the position must devise appropriate programs to meet broad variety of needs.

ACCOUNTABILITY

- F Subject to general managerial direction from the ADM, Health Protection Branch and the achievement of functional policies and goals in effective and safe drug testing, distribution, sale advertising, and use in Canada.
- 3P Primary impact on the achievement of branch objectives through 466 person-years and an O&M budget of \$5.3 million (Constant).
- 400 Middle number is consistent with the scope of the position in recommending course of action and with size of budget

SUMMARY

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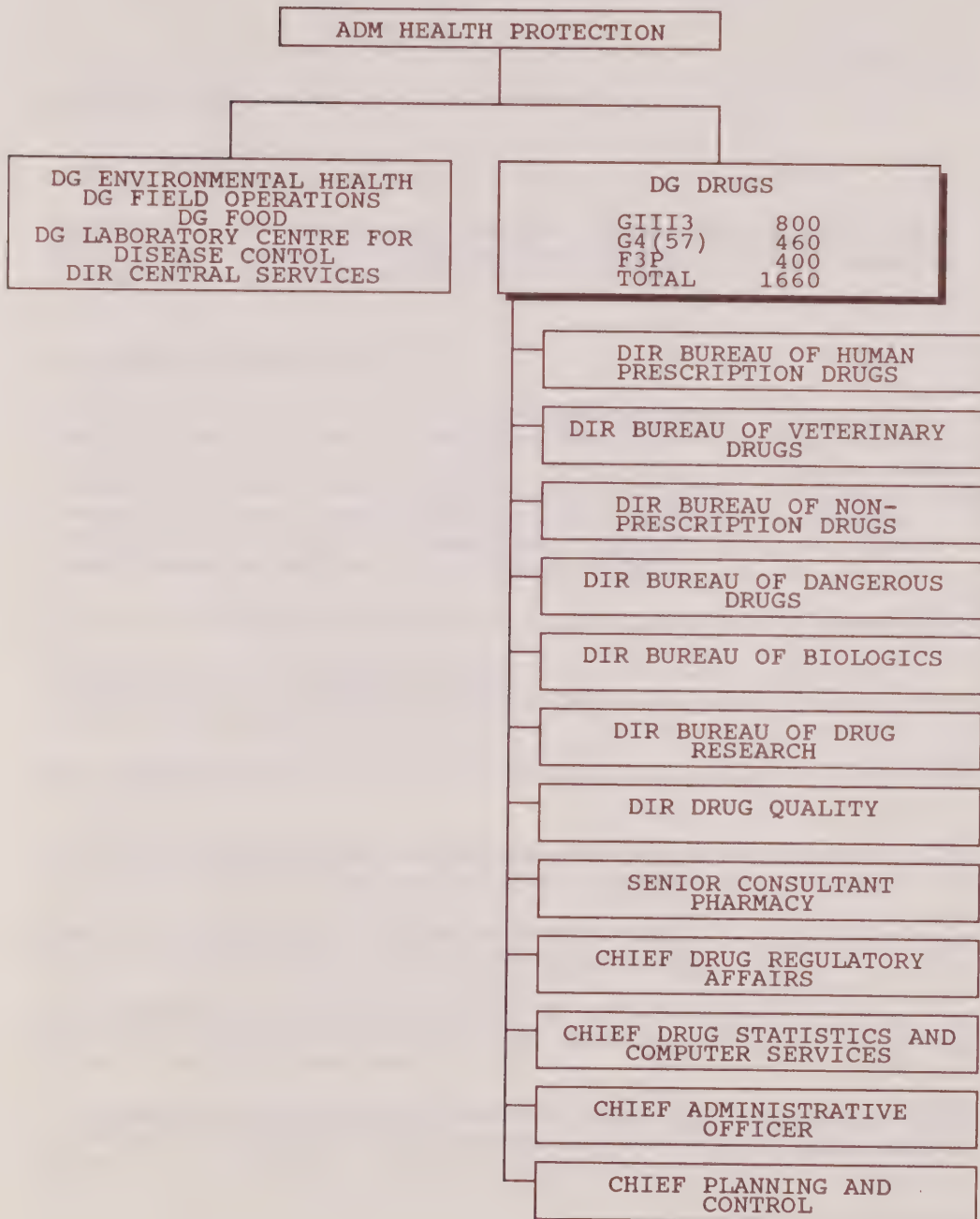
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-8-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-7-A

POSITION TITLE: Director General, Fleet Systems

GENERAL ACCOUNTABILITY

The Director General Fleet Systems is accountable for developing and implementing national policies, plans and standards governing the composition, acquisition, operation, manning and maintenance of the Coast Guard Fleet.

ORGANIZATION STRUCTURE

This is one of 19 positions at the third level reporting to the Commissioner Canadian Coast Guard. The other 18 are: Deputy Commissioner; Director General, Ship Safety; Director General, Aids and Waterways; Director General, Telecommunications and Electronics; Director, Planning and Programming; Director, Special Projects; Chief, Legislation Development; Regional Directors General, Newfoundland, Maritimes, Laurentian, Central and Western Regions; Director, Northern; Director, SAR; Director, Finance; Chief, Marine Emergencies; Chief, Casualty Investigations; and Chief, Special Employment Programs.

Specific functions of the 10 positions which report to the Director General Fleet Systems are:

Chief, Policy, Planning and Administration (Staff of 34) directs the interpretation and development of policies and plans governing administrative staff services to all divisions of the Fleet Systems Directorate.

Chief, Operational Services (Staff of 27) directs all short term deployment of fleet units between Regions.

Chief, Fleet Support Services (Staff of 12) coordinates the development of standards, regulations and procedures applicable to the management, operation and maintenance of the fleet.

Chief, Technical Services (Staff of 27) plans and directs the technical processes involved in the design, construction, modernization and maintenance of fleet vessels.

Project Manager, SRCPP Vessels Project (Staff of 48) manages all aspects of the Special Recovery Capital Program Vessels Project, to ensure delivery on schedule, within budget and to the required standards of performance.

Five Regional Managers Fleet Systems (Newfoundland, Maritimes, Laurentian, Central, Western) provide operational, technical and logistic support to Fleet units assigned to their respective Regions.

NATURE AND SCOPE

The Fleet Systems organization is the largest component of the Canadian Coast Guard, comprising the Fleet Systems (Headquarters) Directorate and five Regional Fleet Systems Branches to which all units of the Fleet are assigned. The principle role of Fleet Systems is to provide Fleet mission capability in support of the Coast Guard's commitment to attend to the development and operation of a safe and efficient national marine transportation system. Protection and safety of maritime commerce in waters over which Canada exercises jurisdiction is provided through legislation, regulations and standards, enforcement of which rests with the Coast Guard. The Fleet assists in the provision of efficient marine ways and terminals by aids to navigation systems, icebreaking and escorting services, flood control and harbour breakouts, and by dedicated support to the national marine search and rescue system. In addition, the Fleet conducts annual resupply of Arctic communities through a brokerage and chartering operation and provides icebreaking, cable laying and repair services in the North Atlantic Ocean. The discharge of these services and the strict enforcement of all applicable laws, regulations, standards and procedures is effected through five Regional Fleet Systems Branches, over which the Director General Fleet Systems exercises functional direction. The incumbent is the senior departmental specialist in all professional marine matters relating to the Coast Guard Fleet.

The Director General develops national policies, objectives and priorities for the composition, acquisition, utilization and maintenance of the Coast Guard Fleet, comprising ships, minor vessels, aircraft and air cushion vehicles. The incumbent directs the operational control of all Fleet units assigned to Arctic operations and develops the requirements for ice reconnaissance services, provided by Environment Canada, but funded from Fleet Systems Directorate. The Director General coordinates and directs the reallocation of Fleet units between Regions, to address unforeseen or changing demands.

The Director General approves the selection, promotion and appointments of senior ships officers; reviews and approves revisions to human resource plans and national Fleet person year plans; approves the curricula for officer-cadets at the CG College and for advanced Fleet courses at the Departmental training institute, Cornwall; and directs the training of ships officers and ships crews throughout the Fleet.

The incumbent engages in medium and long range resource planning, through the Fleet Capital Investment Plan, which is particularly relevant to ship acquisition (e.g. Type 1200 Heavy Icebreakers), because of the long lead times required for ship design and/or construction. The incumbent must ensure that the composition of the Fleet responds to mission and program requirements effectively and economically. Decisions and recommendations of the Director General Fleet Systems impact directly on the ability of the Coast Guard to deliver its program effectively, and hence on the safety of maritime commerce, both Canadian and International, within Canadian waters. They also impact directly on the Coast Guard's ability to respond with alacrity to search and rescue incidents, marine accidents, and pollution incidents.

The Director General provides direction for the planning, conduct and evaluation of mission-oriented research and development, which covers both operational and technical Fleet-related projects. Inherent in the position is the rendering of decisions on design and operational characteristics of new vessels, machinery and equipment, and on the implementation of policies governing the manning, operation and maintenance of Fleet units.

The Director General is a member of boards and committees including:

- Panel on Arctic Waters (Interdepartmental)
- Helicopter Interdepartmental Committee
- CG Senior Regulations Review Committee
- CG Research and Development Committee
- Arctic Shipping Control Authority
- Transport Canada Training Council.

The Director General chairs the following boards and committees:

- Fleet Capital Investment Plan Implementation Review Board
- SRCP Vessels Project Planning and Implementation Committee
- Fleet Material Management Steering Committee
- Fleet Management Council

In addition, the Director General organizes and chairs joint consultation meetings at the national level with the Canadian Merchant Service Guilds and the Public Service Alliance of Canada (UCTE), on a regular basis.

DIMENSIONS (Constant Dollars)

Canadian Coast Guard Fleet - 55 ships, approximately 250 minor vessels, 34 helicopters, 1 fixed wing aircraft, 5 ACV's (hovercraft), with an estimated replacement value of \$2.2 billion (1984).

| | |
|-------|------------------------------|
| Staff | 153 Fleet Headquarters Staff |
| | 142 CG College Cadets |
| | 295 |

| | |
|------------|------|
| Functional | 2933 |
|------------|------|

| | | |
|-----------------------------------|-------|-----|
| Fleet O&M (including salaries) | \$213 | Mil |
|-----------------------------------|-------|-----|

| | | |
|---------|-------------|------------------------------|
| Capital | \$203.2 | Mil (Fleet SRCP Project) |
| | 42.0 | Mil (other FCIP Projects) |
| | 4.8 | Mil (minor capital projects) |
| | .792 | Mil (SLAR radars-ice recco.) |
| | <u>15.0</u> | Mil (SAR vessels) |
| | \$265.8 | Mil |

SPECIFIC ACCOUNTABILITIES

- 1 Establishes objectives and set priorities for the composition, acquisition, operation, maintenance and replacement of Fleet units to enable the Fleet to respond effectively and economically to ever changing demands of the maritime community.
- 2 Directs the management of all acquisition, replacement and major renovation projects within the provisions of applicable policies and doctrine to ensure that the Fleet continues to provide its operational mission requirements.
- 3 Directs the provision to commercial shipping in Canadian and contiguous waters of services such as icebreaking and ice-escort, search and rescue and the maintenance of aids to navigation to enhance Canada's competitive position and further the growing safe use of Canadian ports and waterways.
- 4 Coordinates the development of curricula used at both the Coast Guard College and the Transport Canada Training Institute to ensure the continuing provision of well-trained officers.

EVALUATION RATIONALE

Director General, Fleet Systems

BM: SA-7-A

KNOW-HOW

- G Broad knowledge of economic, political, technical and other considerations affecting the utilization of the CCG fleet required to optimize the use of the vessels on an inter-regional basis.
- III Position functionally coordinates the use of the CCG fleet nationally through the development of policies, plans and standards governing the operations, manning, maintenance of the ships and the overall training program for ship officers at the CCG Colleges and on the job training modules.
- 3 Requires a high degree of human relations skills in the coordination of the various assigned functions. Ensures that the goals and objectives are met.
- 700 Middle number reflects a national program for the procurement, maintenance, manning and crew training.

PROBLEM-SOLVING

- F Reporting to the Commissioner/Deputy Commissioner of the Canadian Coast Guard is required to think within broad policies, plans and standards relating CCG fleet and the training of ship officers and cadets and on the job training courses.
- 4 Adaptive thinking challenge with analytical evaluation and interpretative considerations is required to formulate plans, policies and standards related to the fleet.
- 57 High number reflects the requirement to deliver a highly varied national program.

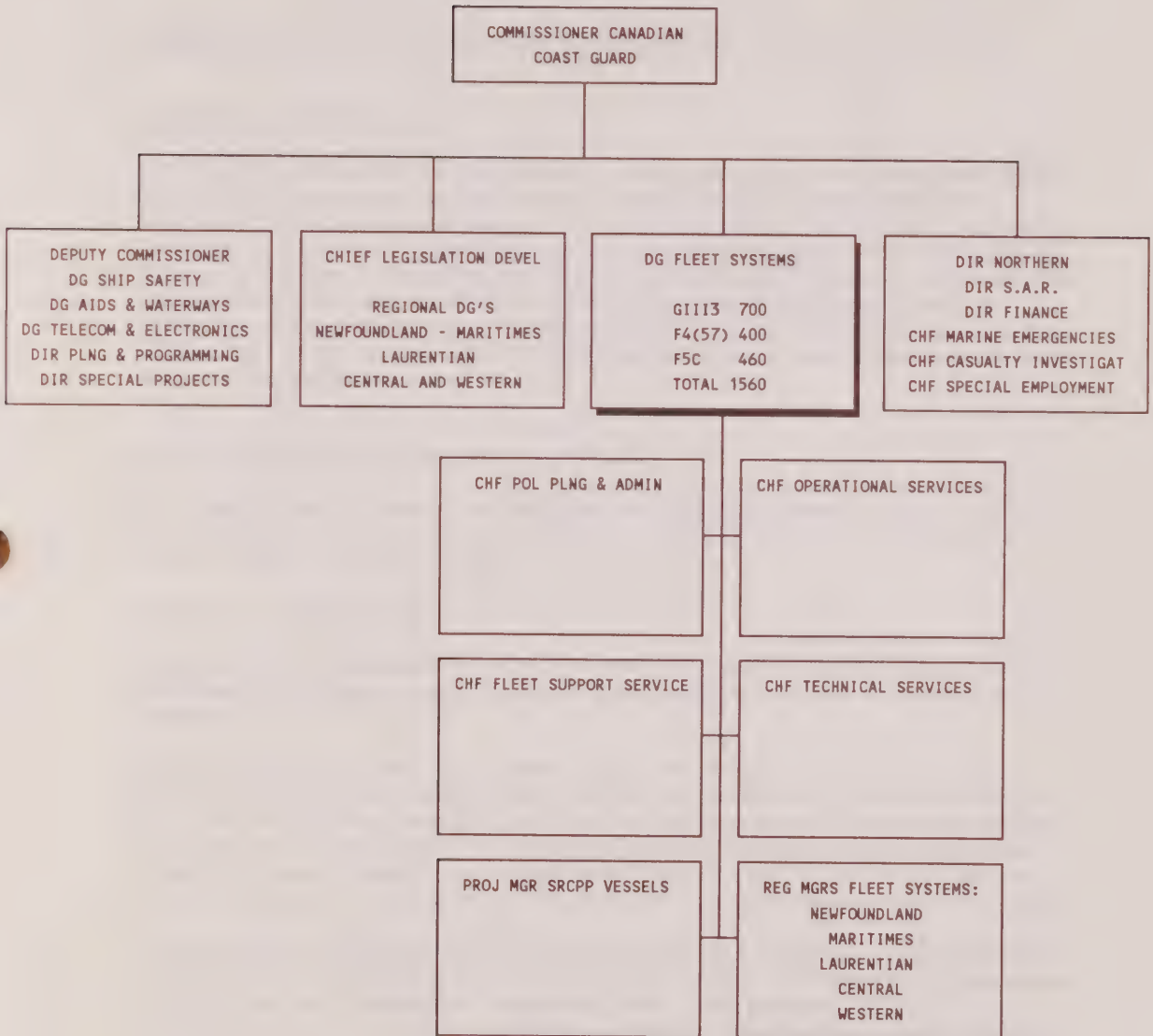
ACCOUNTABILITY

- F Subject to functional policies and goals relating to the CCG fleet and operates under managerial direction of a general nature.
- 5C Contributory impact on Fleet operations as represented by \$213 Mil (Constant).
- 460 High number reflects the impact of the position on all Fleet operations and size of budget.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-7-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-5-A

POSITION TITLE: Director, Immigration & Refugee Affairs

GENERAL ACCOUNTABILITY

The Director is accountable for the coordination of departmental input into immigrant, refugee, visitor and enforcement policies and programs developed by CEIC and for the effective translation of CEIC policies and programs into operational reality. The Director is accountable for immigration forecasting, planning and resource acquisition and shares with the geographic bureaux the deployment of resources necessary to achieve established levels of immigrants. The Director works closely with the CEIC and CIDA in managing Canada's relations with the United Nations High Commissioner for Refugees (UNHCR), and advises posts abroad on the labour market on the Department's delivery of immigration and refugee programs and on setting and controlling production targets.

ORGANIZATIONAL STRUCTURE

This is one of three positions at the fourth level reporting to the Director General, Consular and Immigration Affairs Bureau. The other two are: Director, Consular Policy Division and Director, Consular Operations Division.

Reporting to the Director are:

Head, Selection & Processing (staff of 6) is responsible for liaison with CEIC units on the interpretation of immigrant and visitor selection policy and its application to screening and processing.

Head, Program Services (staff of 2) represents the Department on CEIC committees on the projection of occupational demands as they translate into immigration selection, the design of new procedures for entrepreneurial selection and the development of an international exchange of information program. Relative to immigration selection, develops and refines counselling techniques, arranges training to meet specific staff needs and monitors counselling requirements to provide the most pertinent information available for distribution to all potential immigrants.

Head, Operational Planning (staff of 5) is responsible for the development and implementation of procedural and technological innovations designed to improve the delivery of the immigration program. The Head is responsible for providing advice to the geographic bureaux and the Corporate Planning Bureau relative to staffing for and workload distribution of the immigration program.

Head, Refugee Affairs (staff of 3) is responsible for overall policy coordination of political, institutional, humanitarian and emergency aspects of refugee assistance and resettlement, linking CEIC and the geographical bureaux to ensure that foreign policy concerns are taken full account of in the establishment of refugee levels and resettlement policies. The position is responsible for developing proposals to the Minister and to Cabinet for an appropriate response in the form of contributions to relief agencies, assistance in voluntary repatriation or local settlement or, finally, resettlement in Canada.

NATURE AND SCOPE

The Department carries out Canada's foreign policy, including coordination and management of immigration and refugee affairs.

This Division is the linchpin between the CEIC and the Department. It has the role of ensuring that the policies and procedures developed in the CEIC can be and are coordinated with those of the Department, with other departments and agencies, and concerned provincial governments, and that the whole is translated into effective delivery throughout the decentralized system of posts abroad. The Division is tasked not only with the coordination and interpretation of policy but with direct contribution to policy formulation in the CEIC. This role is particularly significant at the present with respect to enforcement and control measures. Given the array of interested agencies, the environment of crisis and the involvement of the media in immigration matters, the Division must ensure that consistent policies, reflecting the realities of delivery abroad, are developed by the CEIC.

The foremost challenge for the Director is to identify and prioritize the issues with which the Division must contend; to devise the strategies for handling them; to organize, direct and control resources in the best way to resolve these issues and to evaluate the end results. The position must ensure that the operational experiences in immigration selection and visitor control policies and procedures are reflected adequately in the CEIC's formulation of new policies and procedures. Implicit in this responsibility is the need to keep a watching brief on government, media and post reactions to unusual movement of people and their implications for Canada, and the need to maintain full awareness of current developments and evolving trends in the delivery of the range of Canada's immigration programs abroad.

The Director is challenged by the need to coordinate the efforts of more than one department. For example, the incumbent was designated as the co-chairman of an inter-departmental task force reporting to Cabinet on measures aimed at streamlining program delivery abroad, including legislative, regulatory and procedural changes as well as the expanded use of new technology. In addition, the Director ensures the gathering of input from various departments and provinces on immigration policy issues, as part of the Department's contribution to the CEIC policy development process.

The Director is required to initiate and develop new ideas and to provide technical advice and information to senior management concerning resources, labour market developments and counselling needs. This has become especially important in light of the shifting pattern of Canada's immigrant population. The change in clientele has created a need for more innovative counselling material to best prepare prospective immigrants for a new life in Canada. To

ensure that the Canadian labour market is well served, the Director is an active participant in joint committees designed to better match skilled immigrants with Canadian jobs by assisting Canadian employers recruiting abroad and by stimulating entrepreneurial immigration in response to recent CEIC policy initiatives.

The Director must aggressively ensure that he/she is consulted early in the development of new immigration policies affecting program delivery overseas so that the resource implications of all such initiatives can be fully considered. This is a particularly significant function in terms of the submission by the CEIC of the annual immigration levels recommendations to Cabinet and the annual report to Parliament. Indeed, the Division's input to the "levels" submission is of critical importance to the harmonizing of policy with delivery capability.

A key function of the Director is to represent the department in its relations with the Québec government on immigration matters and as such serve on the Comité Mixte. This responsibility requires not only a sound grasp of technical matters but also a good appreciation of the state of federal-provincial relations in Canada and particularly of the sensitivity and delicacy of issues related to Québec. The Director serves as the primary Departmental contact on all matters involving the selection and delivery of immigrants to Québec.

The Director is in frequent contact with the Foreign Service Directorate of CSIS and the RCMP and the Overseas Region of Health and Welfare Canada with respect to enforcement and control and policy coordination matters. In addition, the Director is at times called upon to represent the Department in meetings with a range of individuals and organizations having an interest in program delivery abroad, i.e. provincial government departments and private organizations.

DIMENSIONS (Constant Dollars)

Person-Years 18 person-years

Operating Budget: \$256,236

Economic Impact of Activities:

Immigrants (including
entrepreneurs and refugees): \$564,516,000

SPECIFIC ACCOUNTABILITIES

- 1 Facilitates the implementation of current immigration and refugee policies and procedures by coordinating departmental delivery of these programs abroad.
- 2 Forecasts, plans and coordinates the process of obtaining adequate global resources for delivery of the immigration and refugee programs abroad.
- 3 Provides leadership in developing and coordinating departmental foreign policy input to CEIC immigration policy and in proposing procedural changes aimed at enhancing the effectiveness of immigration program delivery abroad.

- 4 Stimulates and coordinates initiatives in streamlining immigration operations at posts abroad and develops departmental positions in reaction to changing CEIC demands or realigned emphasis on other or new component objectives of Canada's immigration program.
- 5 Contributes to the formulation of the annual immigration and refugee levels policy review at the CEIC by ensuring that operational and environmental constraints are taken into account, as well as the relevant objectives of Canadian foreign policy.
- 6 Coordinates Canada's relationship with the UNHCR and UNBRO on the political, humanitarian and emergency aspects of refugee assistance and resettlement.
- 7 Guides the research, development and implementation of counselling techniques to respond to changing needs abroad.
- 8 Directs, motivates and evaluates the performance of subordinate staff in the effective provision of advice and services.

EVALUATION RATIONALE

Director, Immigration and Refugee Affairs

BM: SA-5-A

KNOW-HOW

- F Departmental expert and advisor on operational and resource planning and deployment of immigration programs abroad. Thorough and seasoned expertise in immigration legislation, policy and procedure; sound knowledge of post and program management abroad, both generally and with respect to individual missions and their peculiar problems; solid grasps of statistical analysis techniques in order to recommend resource allocation.
- III Conceptual management as co-ordinator of immigration and refugee policy and program matters affecting all or several posts; requiring accurate forecasting of immigration trends and analysis and review of policy and program results on a post, area by area and global basis, identification of priorities and planning of strategies to improve program effectiveness and efficiency.
- 3 Critical level of human relations skills in negotiating resource requirements and operational needs with other divisions departments and provincial governments, in guiding posts in policy and program matters and in directing staff.
- 528 Middle number reflects the expertise required to play a strong inter-departmental coordinating role in the deliver of an important program

PROBLEM-SOLVING

- F Thinking within broad policies to formulate and co-ordinate policy and program recommendations that can realistically be implemented abroad to achieve objectives set annually by Cabinet.
- 4 Adaptive and creative thinking challenge based on analysis, judgement and experience in policy interpretation to resolve often conflicting views in inter and intra-departmental policy and program development.
- (50) Lower percentage reflects the thinking done within guidance provided by functional policies.

ACCOUNTABILITY

- F Reports to the Director-General, Consular & Immigration Affairs Bureau, but due to expertise in global immigration policies and programs, assumes some degree of accountability subject to direction of general policy outlines.
- 2P Primary impact on division as represented by an operating budget of \$256,236 (Constant).
- 264 Low number reflects the key degree of latitude in the delivery of a global program and the size of budget.

SUMMARY

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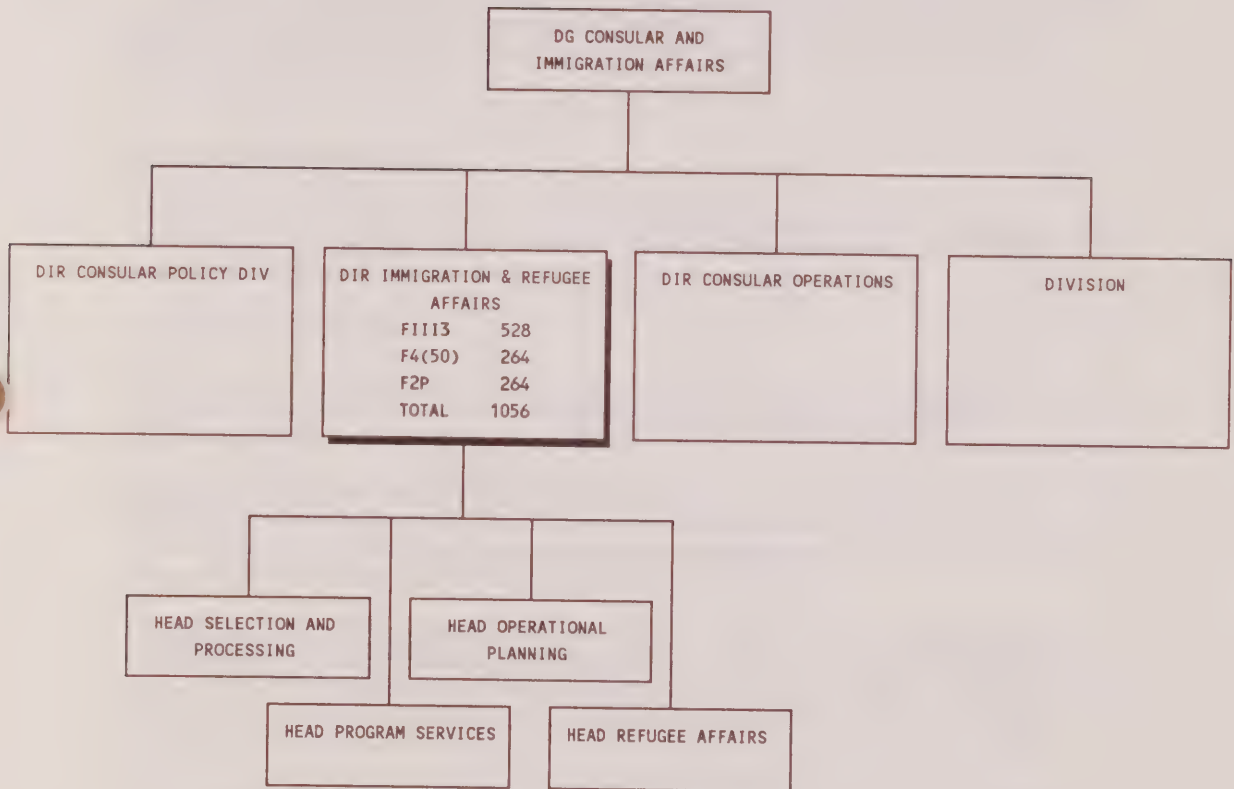
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-5-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-5-B

POSITION TITLE: Director, Food Development

GENERAL ACCOUNTABILITY

Is accountable for the planning, development and implementation of strategic plans for food and market development projects and activities to promote the increased use of Canadian agricultural and food products by the food processing, distribution, retail and food services industry and consumers.

ORGANIZATION STRUCTURE

This is one of three positions at the fourth level reporting to the Director General, Commodity Production and Marketing. The other two are Director, Crop Development and Director, Livestock Development.

Reporting to the Director are:

Chief Processing Development (staff of 12) is responsible for developing strategies to increase value added processing of food products and exploit import replacement opportunities; and liaison regarding growth, effectiveness and efficiency of the Canadian food processing sector.

Chief Distribution (staff of 10) is responsible for developing strategies to increase the effectiveness of distribution and penetration of the domestic market by Canadian agri-food producers, and liaison with the distribution industry and appropriate marketing and transportation officials in the federal and provincial governments.

Chief Market Research and Information (staff of 8) is responsible for marketing research expertise to aid Canadian industry to profile their consumers, and maintaining good working relationships with Canadian food market research organizations and media in the food and food business press, consumer organizations and provincial agencies who disseminate consumer information.

Chief System Strategies (staff of 6) is responsible for developing concise systems approaches for post farm gate marketing and product development for livestock and crop initiatives, and for developing program evaluation techniques to help industry evaluate their programs and coordinate division input into regional programs and Branch initiatives.

NATURE AND SCOPE

The Commodity Production and Marketing Directorate provides national leadership for all departmental activities related to production and market development of Canada's agri-food sector and promotion of Canada's national and international market competitiveness.

The Director Food Development provides national leadership in the food development and marketing areas, to identify and analyse opportunities and constraints for Canadian agriculture and food products. It is Canadian government policy to maintain a viable and competitive food industry, and a role of this position is to support that policy by ensuring the orderly flow of Canadian agri-food products through an efficient food processing and distribution network and increase the demand for Canadian products. The Director develops departmental policies and programs at both a regional and national level to ensure an efficient and effective Canadian agriculture and food system from processor to consumer.

The Director acts as the interface between Government and the sector and its associations to identify market opportunities and technology which improve productivity and competitiveness. The Director establishes an effective liaison with the Research Centres of the Department, the various provincially/industry supported research centres across Canada, and DRIE to profile Canada's product development and technology development capability. Assistance is provided to the agri-food industry in accessing these centres in testing food products for final marketability and identifying technical needs and solutions.

The Director develops strategies through negotiations with representatives of government departments and industry to eliminate barriers and enhance the flow of agriculture and food products through the channels of distribution. Policy recommendations are made to the Director General to improve performance, competitiveness and structure of domestic processing and distribution sectors of the agri-food industry, to promote food commodities in international markets, and to enhance the development of a nutrition policy for Canadian foods within the market environment.

A key responsibility is the development and maintenance of communication channels between producer organizations and members of the processing, distribution and consumer sectors for a two-way flow of intelligence and interpretations of market trends. As the Division maintains the sole food market research function in the Department, it is essential for the Director to ensure that intelligence that has arisen from consumer organizations, food professionals, media, and the members of the processing, distribution industries is represented in departmental planning and activities.

The Director co-ordinates food marketing development projects to increase sales of Canadian agri-food products and develops strategies with particular emphasis on targeted marketing of Canadian agri-food products to the retail and foodservices sectors.

The Director is challenged to ensure that mechanisms are in place to promote the use and benefits of new technology and improved transportation methods for commodities; e.g. irradiation technology to increase shelf life. Canadian agricultural products must generally contend with a shorter growing season than competing countries. In order to remain competitive, it is essential that Canadian produce move to potential markets quickly and efficiently from producers through packers, processors and the distribution chain to customers.

The Director develops program plans and strategies for subordinate management teams and provides policy/program recommendations to the Director General on new marketing strategies and food development projects to enhance the food industry in Canada and further Canada's role in international markets.

The position deals with consumer and regulatory groups whose attitudes have a direct impact on the domestic marketing system and represent significant lobbying impact. Before making a policy recommendation and/or undertaking a marketing strategy, the Director has to examine all elements - a precise identification of a constraint or opportunity, the dimensions and geographical impact, who will benefit and what results are expected, the resources that are available, and adherence to government policies.

The incumbent acts as an interface between agricultural, PDR and regulatory groups, a role which is complicated by the multitude of organizations representing the food industry. The Director must develop strategies to resolve regulatory problems that are mutually satisfactory to all groups, all of which are outside direct control. Therefore program strategies and regional regulatory reforms proposed by the Director involve balancing the needs of many diverse agencies and interests.

The Director acts as departmental liaison with Health and Welfare and Consumer and Corporate Affairs to develop cohesive programs for food industry development and regulatory advice. The Director maintains continuous contacts with representatives of federal departments to discuss and negotiate joint food development programs for elements of the food industry. Contacts outside the government include the Grocery Products Manufacturers of Canada, the Retail Council of Canada, Canadian food processor associations, trucking associations, and Canadian foodservices associations, retail and wholesalers associations and consumer and nutrition associations to initiate policies and programs that encourage the usage of Canadian agri-food products and services, and to provide a market trend and intelligence information service on all aspects of the food chain and implications for industry.

Committee responsibilities include representing the Branch on a variety of committees including: Interdepartmental Committee on Food Irradiation, liaison Committees with Canadian Food Processors Association and Canadian Frozen Food Association, Food and Nutrition Steering Committee of the Department Industry-Government Committee on Nutrition Labelling and the CAMI Approval Committee.

DIMENSIONS (Constant Dollars)

| | |
|---------------------------|------------------|
| Subordinate Person-Years: | 40 |
| Salaries: | \$441,666 |
| Operational Budget: | <u>\$ 76,344</u> |
| Total O&M | \$518,010 |

SPECIFIC ACCOUNTABILITIES

- 1 Develops effective program strategies in the Canadian post farm gate system from processor to consumer to identify and analyse opportunities for Canadian agriculture and food products, both domestic and international.
- 2 Plans and develops strategies and policy recommendations to improve the performance, and structure of domestic processing and distribution activities.

- 3 Initiates the development of food development and marketing strategies with industry to capitalize on opportunities and overcome constraints in the agri-food sector.
- 4 Improves "value added" to, and sales of Canadian food and agricultural products in both domestic and export markets, by establishing policies and programs designed to promote the continued development of an efficient and competitive food processing industry, especially technology enhancement and development of new products.
- 5 Improves the marketing knowledge and effectiveness of the agricultural, processing and distribution sectors by developing and disseminating market research on a wide range of related subjects and maintaining a current information bank on industry products, processes and participants.
- 6 Manages the financial and personnel resources of the Division to ensure overall Directorate objectives are met.

EVALUATION RATIONALE

Director, Food Development

BM: SA-5-B

KNOW-HOW

- F Seasoned specialized knowledge of the food service industry including the marketing, transportation, distribution, processing and retail of the commodity. In-depth knowledge of the concepts, techniques, theories and practices of marketing, food testing and technology innovation.
- III Department-wide coordination of food improvement and marketing functions. Marketing aspects of position is diverse in nature to represent all factors of the industry.
- 3 Critical level is required in maintaining liaison with the stakeholders in the food industry and to motivate staff.
- 528 Middle number is consistent with departmental-wide coordination of important activities of a major function in a highly specialized scientific field.

PROBLEM-SOLVING

- E Thinking within defined agricultural policies and objectives in developing plans and control programs to maximize the efficiency and effectiveness of the food processing, distribution, retail and food service industry.
- 4 Adaptive thinking is required to initiate studies and recommendations on the strategies, programs and policies essential to develop markets and improve acceptance for Canadian food in Canada and abroad.
- (50) Lower percentage is consistent with the professional nature of the position and recognizes the contribution made to the development of policies and strategies.

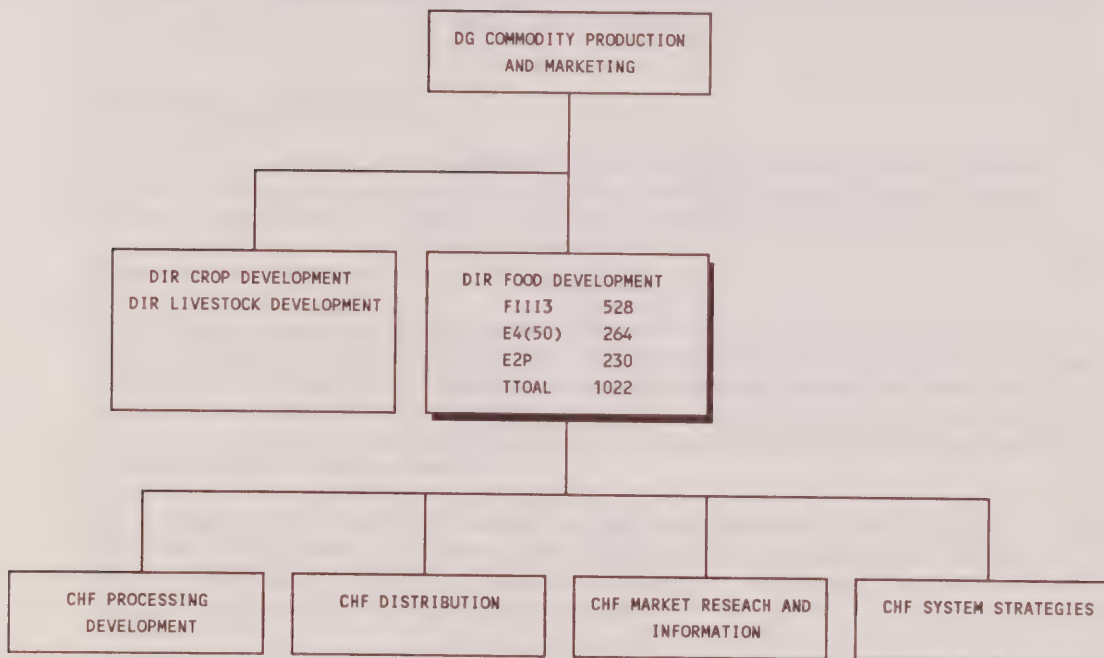
ACCOUNTABILITY

- E Reporting to the Director General, Production and Marketing is subject to guidance in the development and implementation of policies and programs.
- 2P Primary impact on Division as represented by an operating budget of \$518,010 (Constant).
- 230 High number reflects the dollar value and the impact of the position on the development of department-wide policies affecting an industrial sector.

SUMMARY

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GOVERNEMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-5-B



BM: SA-5-B

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-46-A

POSITION TITLE: Director, Appeals

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of a national appeals, policies, programs, and systems with respect to all benefit programs administered by the Commission; and for providing all services necessary to appeals processing at each level of the system, the Board of Referees, the Umpire and the Federal Court of Appeal.

ORGANIZATION STRUCTURE

This is one of five positions at the fourth level reporting to the Director General, Benefit Policies. The four other positions are the Director, Benefit Entitlement; Director, Allowance Policy; Director, Policy and Legislation Development; and Senior Project Officer.

Reporting to the Director are the following positions:

Chief, Appeals Services and Programs, (Staff of 11) develops and implements major modifications to the appeal programs; directs the effective maintenance of an operational appeal system which is accessible to the public; provides expert technical direction, assistance and training to field personnel; selects and prepares cases in order to influence the development of jurisprudence in line with departmental policies; develops and publishes jurisprudence, policies, guidelines and other resource material.

Chief, Appeals Policy, (Staff of 8) develops and implements a national appeal policy in accordance with legislation, jurisprudence and program objectives; administers the training of Boards of Referees; conducts the analysis of Umpire, Federal and Supreme Court decisions and their effect on the administration of appeal programs.

Registrar to the Umpire, (Staff of 13) provides administrative support to the Umpires; processes appeals from their receipt at the Office of the Umpire to the final distribution of the Umpire's decision; maintains records in accordance with legal requirements.

NATURE AND SCOPE

The Department/Commission is a decentralized organization which develops policies and programs for the efficient functioning of the labour market. A body of executives, administrators and technical experts provide strategic planning and objectives to guide the administration of programs, and to control, coordinate and systematize the field operations as well as provide national program policies.

The Benefit Programs group is accountable for the guidance of agents and counsellors making some 4.5 million decisions each year affecting the payment of in excess of \$1,842 Mil dollars (Constant) and the control of such payments.

It is in this environment that the Director, Appeals is accountable for the overall development and functioning of the appeal system.

Just administration of income maintenance and financial assistance programs requires a process whereby the public has recourse against unfavorable administrative decisions. The appeal system provides a system of review, which to be effective must be easily accessible, informative and able to provide speedy service. The administration of this appeal system requires the development of strategic plans and objectives, the operation of some 100 appeal centres, and the provision of support by senior technical staff able to interpret and apply legislation and jurisprudence to guide the development and implementation of policies and programs which reflect legal requirements and which promote the efficient operation of the system. The Director, Appeals is responsible for ensuring that the operation of the three-stage appeal system is efficient, effective, equitable and in accordance with legislative and jurisprudential and legal requirements.

Since the appeal system deals entirely with a dissatisfied clientele, the most evident problem areas are in political and public relations. Members of boards of referees at the first level of appeal are appointed by the Department after consultation with labour, management or other influential groups and upon recommendation of the Director, Appeals. Chairpersons are appointed by the Governor-in-Council upon recommendation of the Minister. The Director, Appeals is accountable for the review of the qualifications of all candidates for chairperson and a recommendation to the Minister regarding their suitability. The rate of remuneration for members and chairpersons is recommended by the Director and is subject to approval by Treasury Board. While they constitute a body judicially independent of the Commission, generally boards of referees have no experience in the interpretation and application of legislation or legal principles and must be given training and assistance by the Commission, a responsibility which must be discharged without infringing upon their judicial independence.

Out of necessity and in accordance with the overall organization of the Commission, such a system must be decentralized, which creates serious difficulties in its administration and control.

The Director, Appeals is under the further constraint that the second and third levels of appeal constitute justices of the Federal Court who are not accountable to the Commission. Therefore, control is limited to initiating appeals on behalf of the Commission and ensuring that appeals submitted by other sources are adequately prepared with the Department's position well supported.

At the same time, the Director must provide administrative assistance to the Umpire, and must ensure that all operational requirements of the Umpire are met by this support staff through retaining complete administrative control over their activities. However, the incumbent must ensure that there is no reason for the Commission to be accused of attempting to influence the decisions of the Umpire except openly in its arguments as a party to the hearing.

Because of the involvement of the Directorate in the day to day administration of the act and regulations, the Director is accountable for the identification of problem areas and recommending changes in legislation. Through analysis of all jurisprudence, areas where the Commission's policy procedure or legislation must be reconsidered or amended are identified and appropriate recommendations made. Such recommendations must consider all social, financial and political implications as well as possible impact on any other area of departmental responsibility which may be affected. It follows from this that the Director must have an in-depth knowledge of the legislation and jurisprudence pertaining to the acts administered by the Commission, and all policies and objectives pertaining thereto as well as the principles of common law and administrative law.

Areas in which policy must be developed and maintained on a current basis are: preparation and submission of appeals; establishment and location of board centres; mobility of boards and claimants to ensure access to hearings and linguistic requirements; appointment and comportsment of members and chairpersons, terms of reference, development, removal of members and chairmen, scheduling, practices and procedures for conduct of hearings of boards of referees.

The Director, Appeals is accountable for the operation of the Appeals Review Committee, and is a member of this Committee which decides on the possible Commission appeals to the Umpire, Federal or Supreme Court. When circumstances warrant, the Director personally represents the Commission at hearings of the Umpire or Federal Court or ensures that all hearings of the Umpire are attended by competent departmental representatives able to identify and resolve individual or policy problems on an ad hoc basis without specific direction. These representatives may be sent from headquarters or any region depending on the Director's assessment of the significance of the issue. The incumbent also represents the Commission at meetings with labour or management groups, or senior officials of other government (federal, provincial) departments. The incumbent meets with other branches and may directly support proposed policy changes or make recommendations with respect to major issues.

The major challenge of the position is to develop and direct the operation of an appeal system which is accessible and equitable while maintaining efficiency and effectiveness in the face of the high public profile generated by the very existence and nature of the system.

The Director is responsible for the application of the legislation pertaining to the appeal system and operation of the system. As such, through the Director General, Benefit Policies, the incumbent provides functional direction to some 2,300 agents and administrative direction to 1,000 members of boards of referees. The national appeal policies and programs have a direct impact on some 30,000 appeals and indirectly affect up to 4.5 million decisions and 1.7 billion dollars (Constant) annually.

DIMENSIONS (Constant Dollars)

| | |
|--|-----------|
| Number of subordinate staff | 33 |
| Operating budget (including salaries) | \$363,500 |

SPECIFIC ACCOUNTABILITIES

- 1 Provides functional direction to ensure the appeal system is operated with maximum efficiency and effectiveness and in accordance with legislative requirements.
- 2 Develops and implements a consistent national appeal policy and recommend policy and legislative changes necessary as a result of new jurisprudence.
- 3 Provides optimum control of available funds to maintain a balance between the need for new or amended policy and the effective administration of the existing appeal system.
- 4 Ensures the highest calibre persons are appointed as board members and that they are supplied with adequate training and resource material but that their judicial independence is maintained.
- 5 Represents the Commission at meetings and on various committees and before the Umpire or Federal Court of Appeal and before the Commission to support recommendations for major policy changes or make recommendations in respect to other major issues.
- 6 Develops strategic policies and objectives to ensure long range plans adequately consider changing conditions and conform to corporate objectives.

EVALUATION RATIONALE

Director, Appeals

BM: SA-46-A

KNOW-HOW

- F Thorough knowledge of relevant acts, regulations and national policies; procedures pertaining to benefit appeals heard within the Department and Federal Court; sound knowledge of the three distinct programs of the Department.
- II Operational management of the appeal system within a decentralized organization in accordance with legislative and administrative requirements.
- 3 Critical level on motivating a staff of 34 and in briefing and advising members and chairmen of boards of referees.
- 460 Highest number reflects expertise required to manage a national program within specific legislated constraints.

PROBLEM-SOLVING

- E Thinking within well-defined policies relating to the appeal process under the guidance of the Director General, Benefit Policy, in policies and programs, and in recommending legislative changes.
- 4 Adaptive thinking challenges presented in interpreting and applying legal principles and resolving operational problems.
- (43) Lower percentage reflects there is difficulty in managing the appeal function over a widely decentralized organization, but the operational objectives are not generally defined by the position.

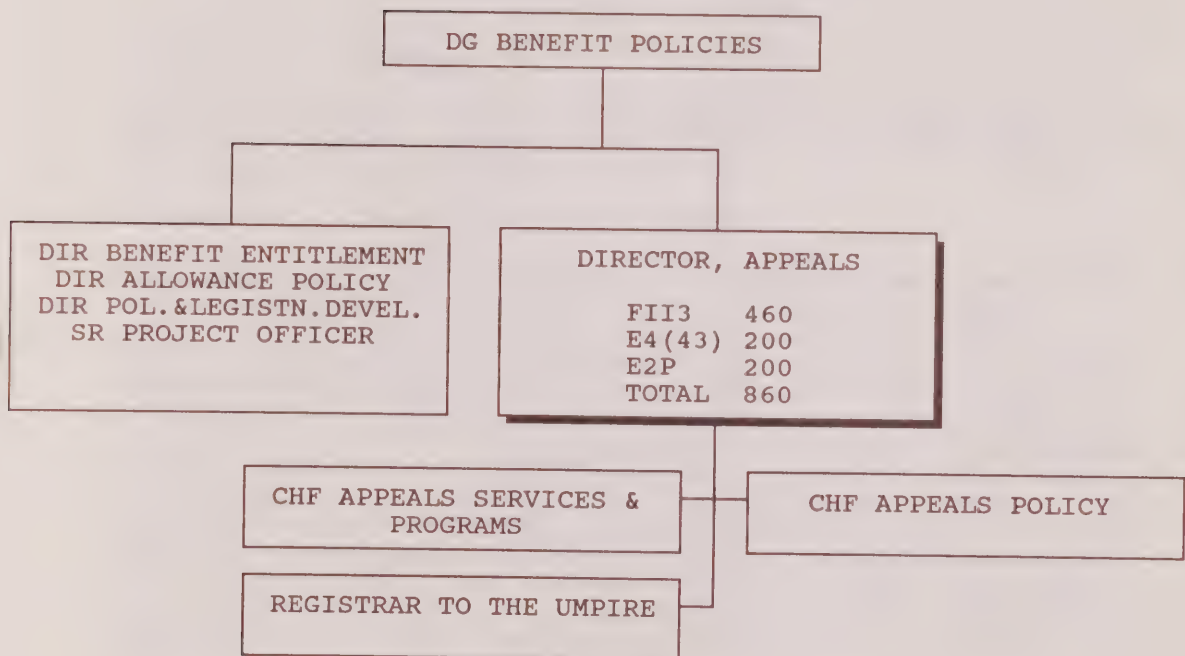
ACCOUNTABILITY

- E Reporting to the Director General and directed towards the achievements of and efficient appeal process within the Department and outside to Federal Court; functioning with some independence in maintaining smooth appeal operation.
- 2P Primary impact on Directorate as represented by an operational budget of \$363,500 (Constant).
- 200 Middle number is consistent with the direction provided by policies and immediate supervisor, and with size of budget in operational matters.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-46-A



BM: SA-46-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SA-46-B

POSITION TITLE: Director, Port Administration

GENERAL ACCOUNTABILITY

Is accountable for the development, implementation and administration of policies, systems, initiatives and procedures as well as for proposals for legislative changes concerning a variety of operational and administrative areas within the national revenue customs program.

ORGANIZATION STRUCTURE

This is one of five positions at the fourth level reporting to the Director General, Travellers and Enforcement. The other four are: Director, Travellers; Director, Investigations; Director, Intelligence; and Director, Interdiction.

Reporting directly to the Director, Port Administration are:

Chief, Operational Compliance Section (Staff of 8) develops, implements and administers national policies, systems and procedures and develops proposals for legislative changes concerning the following: opening and closing of offices, hours of service, types of service offered, appointment of acting enforcement officers, special service charges, disposal of goods seized or abandoned or forfeited pursuant to the Act, collection of outstanding accounts. Acts as branch focal point and coordinator for major employee relations areas, internal audit reports, program evaluations and Auditor General observations and provides expert advice and functional direction to regional management. Manages and administers accommodations for the Branch. Provides direction to regional management in the investigation, analysis and resolution of enquiries and complaints; develops, implements and administers policies, procedures, systems and initiatives, resolves problems and provides direction to the field concerning operational issues which cross functional lines of authority, are unique or are not the identified responsibility of other divisions. Develops, implements and administers policies, systems and procedures relative to Branch national operational monitoring systems. Ensures that corrective action is taken where necessary.

Chief, Complaint Monitoring and Operations Section (Staff of 6) develops, implements and administers policies, systems and procedures and develops proposals for legislative changes concerning the ministerial complaint monitoring system, departmental officer commendation program, assaults on departmental employees, the administration of customs regulations in the Arctic, the Memorandum of Understanding with the Department of National Defence, the resolution of operational issues which cross functional lines of authority, are unique or are not the identified responsibility of other customs divisions.

Chief, Human Resources Liaison Section (Staff of 2) plans, develops, oversees the implementation of and monitors all departmental human resource management and personnel management policies, programs systems and procedures within the Branch.

Chief, Canada Customs Uniform Program (Staff of 2) develops, implements and administers strategies, policies and procedures pertaining to the Uniform Program in order to ensure the most cost effective and efficient use of the funds and to ensure the professional image of the department is preserved. Co-ordinates national program activities in the 10 regions and provides functional guidance and direction.

NATURE AND SCOPE

The Department ensures that all duties, taxes and other relevant charges are collected and controls the movement of people, goods and conveyances into and out of Canada.

The Branch is a decentralized organization comprised of 10 regions and 11 coordination and policy divisions at Headquarters. The Branch operates in a business and transportation environment characterized by rapid shifts in traffic and travel patterns, shifts in modes of transportation, and rapidly advancing technology and business techniques as well as changing governmental programs and priorities. Port Administration responds to these environmental changes by addressing such issues as whether new services should be offered, if so, what type of service, whether existing service should be eliminated or reduced and under what conditions a special services charge should be levied for customs services rendered.

In response to the federal government's cost reduction initiative, the Division undertook a study in order to determine what offices should be closed from a cost effective perspective and what alternate service could be offered to clients in these locations.

Port Administration Division develops, implements and administers policies, procedures and systems in the Arctic in order to ensure effective control, examination and enforcement of legislation and clearance of travellers, baggage cargo and conveyances entering and leaving Canada taking into consideration the unique needs of our clientele in Canada's North.

The Director, Port Administration is accountable for development, implementation and administration of policies regarding the disposal of goods seized, forfeited or abandoned in accordance with federal legislation. This includes the development of proposals for legislative changes.

The Director develops and administers the program related to the collection of approximately 10,000 outstanding accounts receivable valued at more than \$5 million dollars (Constant) as well as the program related to the deletion of uncollectible debts in the regions. This task involves providing expert advice for collections, prosecutions for non-payment, solution of highly complex cases referred by regional offices and uncollectible debts. The division reviews and evaluates all branch uncollectible accounts receivable submitted for deletion from departmental outstandings and either rejects or recommends submission to the departmental uncollectible debts committee.

The incumbent is responsible for developing, implementing and administering policies, procedures, systems and initiatives, providing proposals for legislative changes where necessary, resolving problems and providing direction to the field concerning operational issues which cross functional lines of authority, are unique or are not the identified responsibility of other customs divisions.

The incumbent is responsible for the development, implementation and administration of an effective national monitoring program of all operational activities within the 10 regions. Responding to a request from the Minister, the Division developed and administers a revised complaint monitoring system which ensures a thorough, timely and objective investigation and subsequent response to all complaints from the public, client groups and members of Parliament concerning officer conduct. The incumbent provides direction concerning complaint investigation and ensures that the investigations have been properly conducted and decides whether the corrective action decided upon is adequate.

The incumbent is responsible for planning the construction and major renovation programs for 400 locations, over 200 of which are departmentally owned buildings. This involves resource/cost justifications for all submissions, the determining of priorities in the allocation of resources and the establishment of standards for the facilities.

The position directs the analysis and evaluation of proposed financial control systems under development by Corporate Management Branch to ensure field concerns are addressed and that directives and manuals issued relative to these systems are available and appropriate to field use. The division is the focal point for branch responses to internal audit reports, Auditor General observations and monitoring of corrective action. The Director also coordinates Branch security programs to ensure the safekeeping of records, classified materials and capital assets. As well, the Director is responsible for planning, developing and overseeing the implementation and monitoring of all departmental human resource management and personnel management policies, programs, systems and issues within the Branch. This includes organization and classification, employee relations issues (strike planning, employee designations, union management relations, scheduling, health and safety issues), official languages policy, training, affirmative action program and employee assistance programs.

The division provides strategic human resource management for the branch in cooperation with the functional specialists in personnel administration Branch; identifies and maintains inventories of high potential employees and promotes career advancement/development amongst the HQ and regional components. The Director reviews all Branch organizational change submissions in order to assess the global impact upon the management of the branch, the operational impacts, the impacts on service to the public as well as to alert the Director of Planning and Budgeting to any possible resource impacts.

DIMENSIONS (Constant Dollars)

| | |
|------------------------------------|-----------|
| Number of Subordinate Staff | 21 |
| Annual O&M Budget | \$210,000 |
| Annual Construction Budget | |
| for Departmentally-owned Buildings | \$639,000 |
| Uniform Program | \$221,000 |

BRANCH RESOURCES

| | |
|------------------------|---------------------|
| Number of person-years | 7,000 |
| Annual Budget | \$76,726,000 |
| Revenue Collected | over 1 billion/year |

SPECIFIC ACCOUNTABILITIES

- 1 Develops, maintains and administers effective policies, systems, initiatives and procedures for operational and administrative areas.
- 2 Develops proposals for legislative changes in operational and administrative areas as required.
- 3 Plans, develops and oversees the implementation and monitoring of all human resource management and personnel management policies, programs, systems and issues within a multi-functional geographically widely dispersed organization of approximately 7,000 person-years.
- 4 Identifies and maintains inventories of high potential employees and promotes career advancement/development amongst headquarters and regional components.
- 5 Co-ordinates and administers a variety of branch management issues on behalf of the Assistant Deputy Minister, Customs Operations.

EVALUATION RATIONALE

Director, Port Administration

BM: SA-46-B

KNOW-HOW

- F In-depth knowledge of the operations field organization, legislation, department policy, systems and procedures gained through lengthy field experience, in order to act as the focal point for the analysis, evaluation and resolution of a variety of operational and administrative areas with the branch.
- II Coordination of a range of activities for a major line operating branch, e.g. uniform program, collections program, human resources issues, opening and closing of offices, disposal of goods, complaint system, special events, Arctic program, Indian reserves, operational compliance monitoring.
- 3 Critical in dealing with a variety of departmental clients and regional officers regarding operational issues.
- 460 High number recognizes the expertise required to support a major national program.

PROBLEM-SOLVING

- E Thinking within departmental policies and objectives in analyzing branch operation issues and proposing related legislative changes, and in developing and managing systems and processes.
- 3 Thinking in analyzing and evaluating a variety of issues related to the provision of services for which precedents exist and proposing solutions to meet client and department needs.
- (38) Higher percentage reflects the guidance available from functional areas.

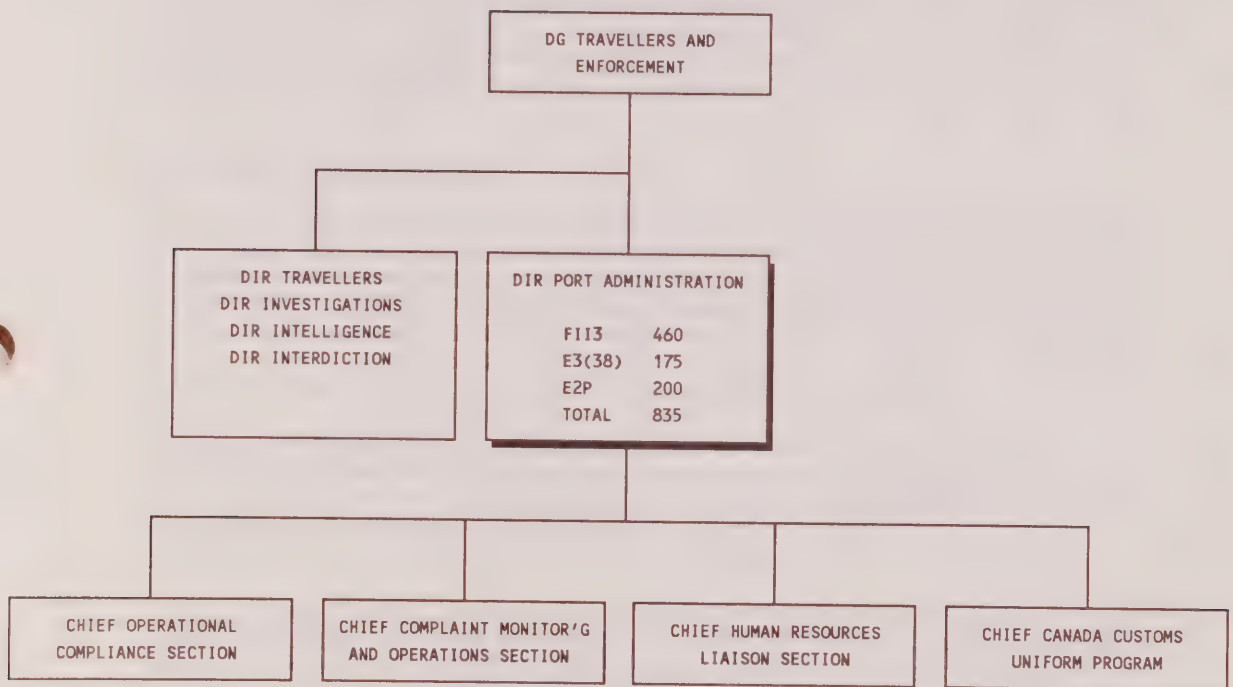
ACCOUNTABILITY

- E Under the general direction of the DG Travellers and Enforcement and subject to branch goals and objectives, is accountable for development of legislative proposals related to varied operational activities, for resolving problems and providing direction to the field on operational issues for functional lines of authority.
- 2P Primary impact on division as represented by a budget of \$210,000 (Constant).
- 200 Middle number reflects the direction available to the position from supervisor and the size of budget.

SUMMARY

| | | | | |
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| FII3 460 | E3(38) 175 | E2P 200 | 835 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SA-46-B



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SSA-9-A

POSITION TITLE: Executive Director, Ontario Region

GENERAL ACCOUNTABILITY

Is accountable for the effective implementation of the Department's policies and programs in the Region; the effective functioning of operations within the provincial labour market; effective field inputs into policy deliberations to ensure that regional operations meet the social and economic needs of the communities in the Region; the administration of legislation and agreements relating to all departmental programs and services; the effective co-ordination of the aforementioned with provincial, municipal and private sector authorities.

ORGANIZATION STRUCTURE

This is one of 20 positions at the second level reporting to the Deputy Minister/Chairman. The other 19 are: Executive Secretary, Assistant Deputy Minister Strategic Policy and Planning, Executive Directors Immigration; Insurance; Canadian Jobs Strategy; Systems and Procedures; Personnel; Finance and Administration; Director General Public Affairs, Executive Director Quebec Region, and eight Regional Directors General for each of the remaining eight Regions.

Specific functions of the ten positions reporting to the Executive Director are:

Director General, Operations (staff of 5,063) is accountable for the delivery of all the Department's programs and services relating to employment, and unemployment insurance to our clients, both employees and employers, in the most efficient and effective manner, including technical and specialist services in support of the Department's employment and insurance programs and for delivery of client and project based programs.

Director General, Immigration (staff of 809) is accountable for the delivery and implementation of the departmental immigration program within the Region by effectively managing immigration activities related to facilitation, enforcement, control, recruitment, selection and settlement in accordance with departmental policies and the Immigration Act.

The Director General, Programs (staff of 170) is accountable for the development and implementation of long-range strategies and policies relating to human resource development, labour market and community adjustment, foreign worker recruitment and Employment Equity including: negotiation with the Province, public and private institutions for the purchase of adult training programs; for over all regional planning, budget allocation for the delivery of Canadian Job Strategy training, community and industrial adjustment programs; and for providing functional advice and guidance to Canada Employment Centres on CJS programs.

Director, Personnel (staff of 120) is accountable for the planning, co-ordination and administration of a personnel program for a Region with approximately 6,700 permanent and casual employees.

Director, Economic Services (staff of 29) is accountable for a comprehensive program of economic and labour market analysis and occupational projections in the Region and co-ordinating Regional evaluations of program and project effectiveness.

Regional Manager, Public Affairs (staff of 11) is accountable for developing and implementing and information plan specific to the Region.

Director, Finance (staff of 150) is accountable for the Region's financial management process in accordance with Commission and program requirements, including the program planning and budgetary process.

Director, Administration (staff of 70) is accountable for the Regional Administration Services Program which provides support services to Regional Office, as well as approximately 383 field points of service which affects approximately 6,700 permanent and casual employees.

The Director, Regional Sub-Headquarters (staff of 240) is accountable for the Regional Sub-Headquarter, located in Belleville, which is responsible for the provision of EDP services, and the issuance and delivery of Unemployment Insurance warrants to all Ontario and interstate claimants and addition, has administrative responsibility for data communications, micrographics production and distribution, and warehousing.

Director, Operational Review, Analysis and Management Service (staff of 34) is accountable for operational review of the effectiveness and efficiency of the management and delivery of regional programs and services in Canada Employment Centre and Canada Immigration Centre local offices, for providing management advisory services, for managing the microcomputer information and training centre, for developing management information systems including computer software packages.

NATURE AND SCOPE

Within the Department's decentralized organizational framework the Executive Director is the action link between the Department and Headquarters units with their policy development responsibility and Regional management responsibility for the delivery of employment and immigration services, special programs and specialized support activities. The position also serves as the co-operative link with business, labour and provincial authorities, other federal departments, institutions and groups whose interests involve mutual participation in programs and activities designed to improve and strengthen the functioning of the labour market.

Inherent within the position's responsibility is the capacity to formulate and make decisions on issues having policy implications, to promote and safeguard the interests of the Government of Canada and to resolve the sometimes conflicting requirements between federal and provincial interests and public/private interests. The extension of this capacity is to provide appropriate Regional inputs into policy formulation at Headquarters.

In the capacity of the Department's senior executive officer in the Region, the Executive Director serves as principal advisor to the Commission on all of employment and immigration policies and programs at the Regional level.

The incumbent participates as a member of the Department's Executive Committee in the development of revised or new employment policies and programs which represent a response to overall labour market issues of concern to the Department and other participating federal, provincial and municipal agencies within the Region. He/she examines proposals concerning operational policies, systems and legislative change. The Executive Director ensures regional input into national policy and program development.

The Executive Director represents the federal position, policies and interests in areas of real or potential conflict with senior representatives of the public and private sector.

Within the region, he/she provides authoritative interpretation of pertinent legislation and derived regulations and departmental policy directives and achieves understanding and acceptance of such interpretations in the administration of programs. The incumbent provides program and personnel evaluations and makes recommendations for changes in the acts and regulations of employment and immigration programs based on the effectiveness of current legislation, demands and needs specific to the Region.

The Executive Director's representational responsibilities involve direct contacts with a variety of private and public sector officials such as the Premier, Ministers, and political, business and labour leaders. Working relationships must be initiated and maintained with senior officials of the Department, and of both the private and public sectors in order to achieve joint co-operation and co-ordination of programs and policies. He/she is required to make presentations and speeches on behalf of the Minister and the Deputy Minister and represent them at both public and private addresses and functions.

The incumbent is also required to maintain close relationship with officials from provincial departments and crown corporations in order to resolve conflict, to negotiate and commit the Department to definitive courses of action, and to persuade acceptable of the Department's viewpoints.

The Executive Director also has major responsibilities for providing information, explaining policy interpretations, pursuing public relations activities and promoting the Department's programs involving contacts with senior officials of provincially based labour unions, industries, institutions and organizations including community action groups.

DIMENSIONS (Constant Dollars)

Number of staff: 6,700 - located in 383 points of service.

Operating budget, including payroll
and operative supplies and expenses: \$ 87.8 million

Program Funds: \$104.2 million

Benefit Payment: \$507.7 million

SPECIFIC ACCOUNTABILITIES

- 1 Plans and implements management programs, practices and support functions to achieve a harmonious and efficient network of services capable of effective short and long-term response to labour market issues, community needs and immigration reception, settlement and control demands.
- 2 Optimises the use of staff years, money and material allotted to the Region in order to meet program needs.
- 3 Insures the adequate balance between service and control in the Insurance function, and between programs and sub-programs in the Employment function, humanity and the national interest in the Immigration function, as well as overall balance in the three major functions (Employment, Immigration and Insurance).
- 4 Provides appropriate regional inputs into policy formulation through the Executive Committee and the Chairman/Vice-Chairman.
- 5 Represents the federal position within the Region to public and private sector organizations and to labour groups.
- 6 Promotes and ensures that an effective and efficient quality of service is provided to all departmental clients.
- 7 Provides authoritative interpretations of pertinent legislation and derived regulations and departmental policy directives.

EVALUATION RATIONALE

Executive Director, Ontario Region

BM: SSA-9-A

KNOW-HOW

- G Broad and deep knowledge of three distinct programs (Employment, Unemployment Insurance, and Immigration) of Department/Commission; seasoned understanding of provincial labour market; wide exposure and acute sensitivity to social and economic needs of communities within region; proficiency in relevant legislation and agreements relating to all Commission programs and services provided within region; sound understanding of organization structure of provincial and regional governments; keen appreciation of effect of pursuing one or more courses of action within political and social milieu of region.
- IV Coordination conceptually and operationally of significant and substantially diverse programs in a region of over 350 points of service.
- 3 Critical level required in advising headquarters on all facets of departmental policies and programs at regional level; in representing federal position, policies and interests in areas of real or potential conflict with senior representatives of public and private sector.
- 920 Middle number reflects the breadth of managerial expertise required to deliver all major programs of the Department in the region.

PROBLEM-SOLVING

- G Thinking within generally defined policies in each of three programs with responsibility to tailor them to local conditions and regional priorities.
- 4 Adaptive thinking challenges arising from responsibility for high-profile, politically sensitive programs; requirement for analytic, constructive and imaginative approaches to resolve problems arising within regional context.
- (66) Higher percentage reflects the requirement to adapt all departmental programs to the special requirements of a highly diversified, complex region.

ACCOUNTABILITY

- G Reporting directly to the Deputy Minister/Chairman, function with substantial independence in dealing with provincial authorities, various interest groups among regional population and business/industrial sector; chief point of contact for problems, questions, pressure with regard to federal programs of immigration, employment, and unemployment insurance. Participates as a member of the Commission's Executive Committee.
- 4P Primary impact on regional programs as represented by an operating budget of \$87.8 million (Constant) O&M and salaries.
- 920 High number reflects size of budget and a significant influence on program disbursements of \$104 Mil (Constant).

SUMMARY

GIV3 920

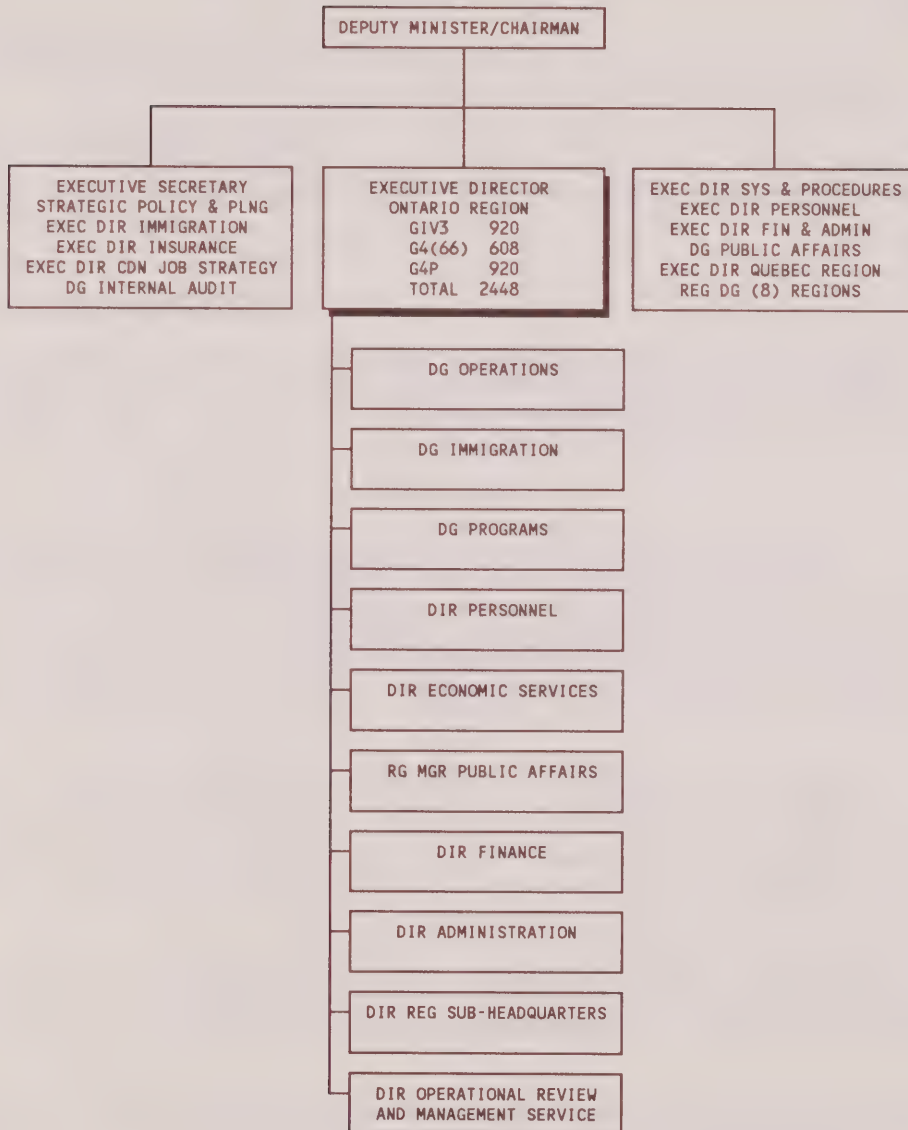
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SSA-9-A



BM: SSA-9-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SSA-6-A

POSITION TITLE: Regional Director, Operations

GENERAL ACCOUNTABILITY

Is accountable for the efficient and effective direction of operations and programs that affect inmates and parolees.

ORGANIZATION STRUCTURE

This is one of 13 positions at the third level reporting directly to the Deputy Commissioner, Ontario. The other 12 positions are 6 Institutional Wardens; 3 District Directors of Parole, the Regional Director, Planning and Resource Management; the Executive Assistant and the Secretary.

Reporting to the Regional Director Operations are:

Regional Manager, Offender Management (Staff of 21) is responsible for functional administration and professional guidance in the creation, monitoring and evaluation of the effectiveness of programs for inmates, and the security and custody of offenders; and to develop measures to safeguard lives of staff, inmates and the general public. The Regional Manager operates the crisis management centre at Regional Headquarters, and assists institutions to develop crisis management teams. The Regional Director also monitors and calculates length of sentences for the region.

Regional Manager, Correctional Programs (Staff of 3) is responsible for the planning, development, and implementation of academic and vocational educational programs for offenders; operation and evaluation of inmate employment strategies and pay programs; provision of essential life support services; initiation of social and cultural programs aimed at inmate rehabilitation; negotiation with special interest groups and private agencies on community resources and facilities, and design and implementation of inmate leisure programs.

Regional Manager, Industries (Staff of 8) is responsible for the effective management of a multi-disciplined manufacturing program with particular emphasis on production scheduling, cost and quality control, and to ensure a steady market for sales and to optimize production capabilities and capacities.

Regional Manager, Health Care Services (Staff of 2) is responsible for providing functional and professional advice, assistance and guidance to ensure required medical, dental, surgical and nursing care is provided to inmates. The position negotiates contracts for specialist medical and support services (physicians, psychiatrists, pharmacists) and evaluates the effectiveness and efficiency of institutional health care activities.

Regional Manager, Accommodation and Inmate Services (Staff of 9) is responsible for providing specialized regional support functions and advice and guidance managers on all aspects of works and engineering and facilities planning, and for telecommunications, electronics and materiel management.

Regional Communications Officer (Staff of 1) is responsible for co-ordinating external and internal communications activities to create and maintain public and staff awareness of the activities of the department.

Manager of Operational Audits (Staff of 2) is responsible for conducting operational reviews for field operations.

NATURE AND SCOPE

The Department administers sentences imposed by the courts and prepares offenders for return as useful citizens to the community.

The Ontario Region is the second largest region in Canada. The Regional Director, Operations assists and advises the Deputy Commissioner by analyzing and evaluating regional and operational problems, recommending strategies to improve operations and programs, developing implementation plans, and overseeing the implementation of the new policies and programs. The position develops policies to achieve regional correctional objectives and standards.

Operational support functions are composed of professional, specialized, technical, and administrative components organized to support and facilitate the care and security of incarcerated offenders. This requires the provision of a variety of services and activities consisting of physical planning and technical advice on the construction and maintenance of electronic and telecommunications equipment; physical and dynamic security; psychological, psychiatric and religious counselling; medical and health care treatment; industrial, educational and social programs. These activities are governed by a wide variety of legislative and administrative control procedures, both at the provincial and federal level, and are particularly sensitive to public reaction and the pressure of civil rights and minority group concerns. The position is responsible for sentence calculation and administration to ensure accurate sentence length and appropriate release dates.

The Regional Director, Operations must apply broad and complex managerial expertise to develop the best operational plans, alternatives, and administrative controls for the Deputy Commissioner to consider in achieving departmental objectives and avoiding spontaneous collective action by either staff or inmates that would be embarrassing. A fact of operational complexity is the identification of the best alternatives available (i.e. strategies and initiatives put forward by the specialists), consistent with person year and budgetary constraints, to achieve mandated responsibilities; which are to prepare inmates to successfully reintegrate into the free community while ensuring the safety and security of the Canadian public. Policy implementation strategies to meet changing demands on regional correctional programs must be effectively integrated with other functional objectives.

The Regional Director works in close harmony with the Wardens in the administration of inmate population including consultation of intra/inter-regional transfers and escorted temporary absences and the review and monitoring of segregated inmates. He administers, along with line managers, a population of approximately 3500 inmates and approximately 1400 conditional releases under supervision in the community.

The Regional Director is responsible for the functional administration and the provision of professional orientation, advice and guidance to Wardens and District Directors on inmate employment, activities, work opportunities, agribusiness, academic, and vocational programs. The creation of work opportunities is required to maximize the utilization of productive inmate labour, thus reducing overall operating costs.

The position is also responsible for the co-ordination of design, development and maintenance of institutions and introduction of special equipment required for those institutions.

The Regional Director, Operations must work effectively within the framework of the criminal justice system and be open to the public, while maintaining guarantees and safeguards as prescribed by legislation. The public expects the safe management and protection of the offender within the provisions of the law. The Regional Director Operations ensures that this objective is achieved by directing policy applications and procedures that deal with and inform national and regional media, as well as the public, on correctional programs, events, and problems.

The Regional Director, Operations responds to inmate grievances at the regional level and is an advisor to the Deputy Commissioner on staff grievances from the Operations Division.

The Regional Director, Operations liaises with police agencies, defence and prosecution attorneys, the judiciary, aftercare and professional organizations (academic, vocational, industrial, medical, and media), other federal departments, civil and provincial police, and provincial officials, to enlist support, resolve common problems, and initiate preventive procedures relating to offenders, staff and contractual matters.

DIMENSIONS (Constant Dollars)

Regional Resources

| | |
|--------------------|--------------|
| Person-Years | 2,067 |
| Salaries and Wages | \$17,610,389 |
| Other O&M | \$8,857,142 |

DIRECTORATE

| | |
|--------------------|-------------|
| Person-Years | 48 |
| Salaries and Wages | \$506,610 |
| Other O&M | \$1,792,207 |

SPECIFIC ACCOUNTABILITIES

- 1 Makes recommendations to assist the Deputy Commissioner in resolving operational problems and advises on alternatives and implications of all facets of the regional operation.
- 2 Contributes to Regional operational effectiveness, policy development, and application by developing operational plans and strategies.
- 3 In conjunction with the Deputy Commissioner, directs resources by setting policy objectives, priorities, and performance standards in the major aspects of operations and implements policy to ensure minority rights are respected.
- 4 Ensures that the Regional Headquarters operation fully facilitates the efficient and effective achievement of Departmental objectives by monitoring standards of professional and technical competence and conduct; adherence to personnel, financial, and branch policies and the establishment and effective use of management strategies and techniques.
- 5 Develops policy and program implementation plans and resource allocation control strategies to meet changing needs and a variety of emergency situations by anticipating and ensuring careful analysis and planning, and intervenes in unusual or crisis situations to assist institutional managers.
- 6 Negotiates the resolution of complex problem areas in overlapping jurisdictions, deals with critical problems relative to the incarceration of offenders and the administration of their sentence with inmate grievances at the regional level, consult, on special cases of temporary absence and monitors all administrative segregation cases over 90 days.
- 7 Maintains the organizational image and profile through contacts with aftercare agencies, police, judiciary, provincial corrections, legal and other professional groups and works in conjunction with provincial counterparts to negotiate exchange of service agreements.

EVALUATION RATIONALE

Regional Director, Operations

BM: SSA-6-A

KNOW-HOW

- F Seasoned knowledge of the fields involved in the corrections programs and related managerial techniques.
- III Operational coordination of all correctional programs: security offender programs, case management, education and training, facilities, planning, industries and health care. Conceptual management includes setting policy, objectives, priorities and performance standards as well as planning, controlling and evaluating the effectiveness of Regional operations.
- 3 Critical level is required in motivating regional specialists and institutional staff, in promoting public and provincial authorities acceptance of departmental objectives and programs and in dealing with private and governmental executives on various offender services and activities.
- 608 Highest number reflects near mastery in a large number of specialized fields.

PROBLEM-SOLVING

- F Thinking within broadly defined corporate policies in the provision of a complete range of complex and diverse operational programs as well as assistance to wardens and district directors in the solution of a variety of program and service problems.
- 4 Adaptive thinking is required in the identification and commitment of resources, the development of plans and alternatives and the requirement for innovation in an area where both staff and offender interests must be taken into consideration.
- (50) Lower percentage reflects the requirement to adapt corporate policies to the delivery of a broad scope of regional programs.

ACCOUNTABILITY

- F Reporting to the Regional Deputy Commissioner, is subject to guidance and direction in ensuring that corporate and regional policies and goals are met, adequate correctional services are performed and budgetary requirements and expenditures are controlled.
- 2P Primary impact on Regional headquarters as represented by a budget of \$506,610 (Constant) and 48 person-years.
- 350 Highest number reflects the impact of the position on regional resources and the dollar value directly controlled.

SUMMARY

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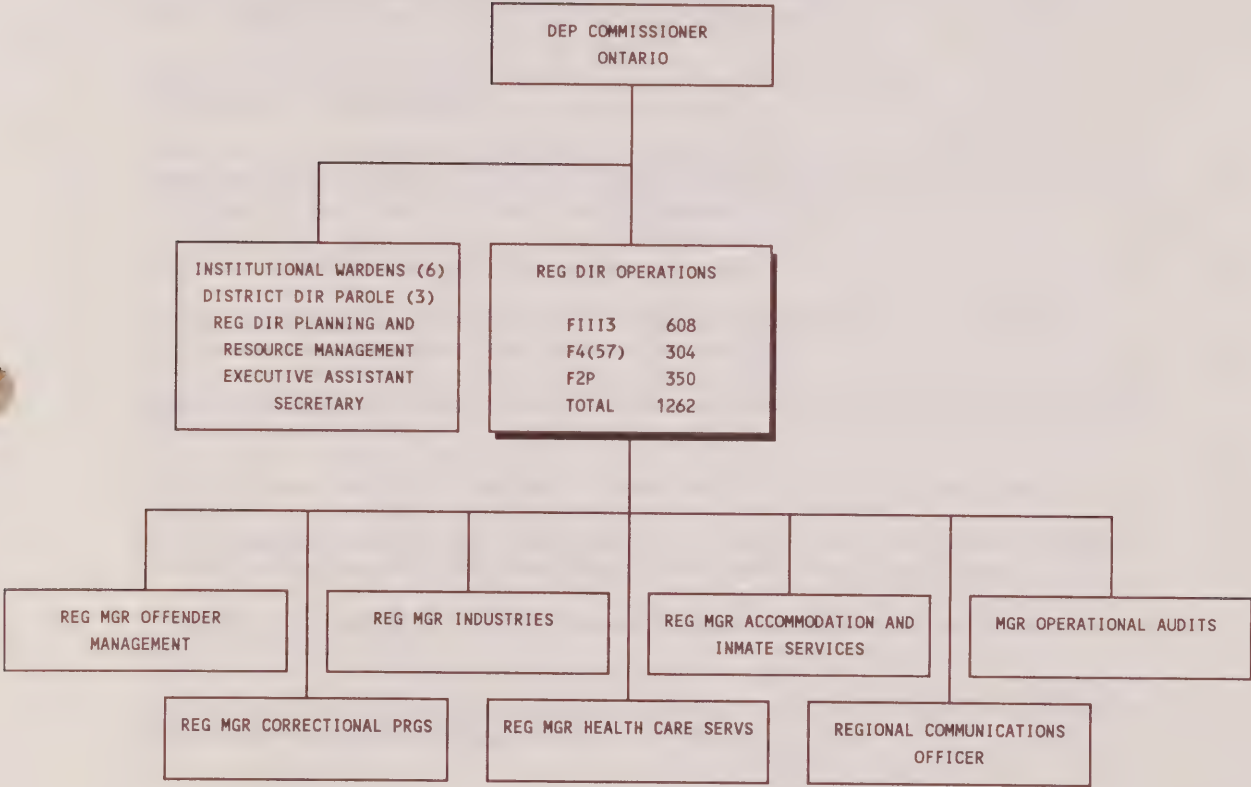
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SSA-6-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SSA-5-A

POSITION TITLE: Superintendent, Jasper National Park

GENERAL ACCOUNTABILITY

Is accountable for planning, programming and managing all activities and natural resources in Jasper National Park, meeting visitor needs, protection and control.

ORGANIZATION STRUCTURE

This is one of 20 positions at the fourth level reporting to the Director, Western Region. The others are: 7 Superintendents of National Parks; 4 Superintendents of National Historic Parks; 2 Assistant Directors; and 6 Divisional Chiefs in Regional Office.

Reporting to the Superintendent are 5 positions:

Assistant Superintendent (staff of 86) directs operation and development of the resource conservation, interpretation and visitor services within the park.

Engineering and Works Manager (staff of 116) directs the maintenance and the capital program for Jasper National Park.

Townsite Manager (staff of 11) oversees the general administration of the town of Jasper.

Park Finance and Administration Officer (staff of 21) is responsible for the financial procedures, accounting system, stores acquisition and control, and general administration support.

Personnel Officer (staff of 5) provides a service to attract staff, develop and retain high calibre employees within the park.

The Manager of the National Training Centre (staff of 2) reports for direction on administration and non-professional operation and development of the centre.

NATURE AND SCOPE

The Department is responsible for, inter-alia, the protection of those places which are significant examples of Canada's natural and cultural heritage.

The Superintendent manages the large park (11,000 sq. km) and permanent town, on a decentralized general direction basis, to meet natural preservation and visitor enjoyment requirements of the National Parks Act. A mix of professional, managerial, administrative and diplomacy skills is required to deal with flora, fauna, visitors (2,000,000 yearly), residents (4,000 year-round and 5,500 summer) and developers. The park is a generator of foreign exchange payments through the tourist industry.

The Superintendent initiates and approves park management plans after public consultation for the preservation and use and ensures implementation subject to overall park priorities and the resources available. Interdisciplinary planning teams are formed comprising park and regional specialists - often consultants are engaged. Major plans are approved by the Superintendent; Director, Western Region; ADM Parks Canada; and in some cases, by the Minister.

Major capital development requires continuing input by the Superintendent and staff to ensure needs of visitors are provided for and there is adequate communication with the business community which can be affected advantageously or adversely.

The Superintendent manages and administers the Townsite as de facto mayor, including all land, leasing, development and service matters (not school, hospital, recreation or welfare), at the same time working with elected bodies and individuals to achieve self-government if it is wanted by residents. The Superintendent also chairs the Board of Health composed of 3 employees, 1 doctor and 1 dentist.

Jasper town is a visitor centre but also a CNR railway terminal for the busiest section of track in the country. Multi-million dollar track-twinning and associated housing must be achieved while holding to the preservation mandate of Parks Canada. Extreme pressures for immediate approvals are dealt with by the Superintendent who must try to satisfy developers and conservationists.

The Park is administered and managed primarily from 5 work areas in the Townsite, 3 fee collection park gates, 6 outlying warden stations and 1 highway maintenance satellite 97 km south of town. Seasonal operations include an information centre 105 km south and 47 outlying warden cabins. Ten campgrounds with over 1,600 sites provide some 134,000 party-nights of accommodation annually and two information centres handle 180,000 inquiries. Forty-nine picnic sites and numerous points of interest cater to visitor needs and interests.

Acts with full authority as set out in numerous regulations under the National Parks Act and program policies and so directs, coordinates, manages (and mediates when required) staff and resources that goals, objectives and standards are met. The Superintendent decides on staff retention and discipline, resource re-allocation to meet objectives, road and trail closure for safety, forest fires to be fought or let burn, VIP requests contrary to policy. Decisions are made, informing the Director before the fact if there may be an effect along the park boundary and after if not. Has discretion in approving all business licence of occupation, leases and all development concepts and visitor handling methods. Subject to the general constraints of his budget is responsible and accountable for the allocation of funds. Is responsible for proposing new or changes to policy and regulations.

The Superintendent works with senior officers of at least nine federal departments and the same number of provincial ones. There are frequent and/or periodic contacts with transportation companies, employee organizations, park concessionaires and special interest groups such as the Sierra Club, National and provincial Parks Association, Alberta Wilderness Association, etc. Frequently the Superintendent is the most senior federal employee during visits of international, national or provincial government officials and thus is responsible for effective public relations and other matters in that regard. The Superintendent must be aware of all that is going on in the Park and Townsite and as de facto mayor attend Jasper Townsite Committee and Chamber of Commerce meetings then inform the Director of potential problems.

Outside the Department, frequent contacts are with Chairman, Jasper Townsite Committee on Self-Government; President, Chamber of Commerce on Park and Town affairs; local and Division R.C.M. Police on local problems and VIP visits; Edmonton and local media - on routine and newsworthy items.

DIMENSIONS (Constant Dollars)

| | |
|---|---------------|
| No. of subordinate staff | 243 |
| Annual operating budget (including salaries) | \$2.3 million |
| Annual capital budget | \$2.5 million |
| Value of facilities and equipment | \$10 million |
| Revenue | \$1.2 million |

SPECIFIC ACCOUNTABILITIES

- 1 Oversees the efficient and effective operation, maintenance and development of Jasper National Park (including the townsite of Jasper).
- 2 Manages the development and approval of short and long range plans that relate to immediate and long term demands relative to the anticipated needs of the Park and the impact of visitor use.
- 3 Ensures good public safety, protection of natural resources and optimum public use of the Park manage.
- 4 Ensures Townsite and Park Public Health, (standards, inspections, etc.) and supervises the National Training Centre operation and administration.

EVALUATION RATIONALE

Superintendent, Jasper National Park Environment

BM: SSA-5-A

KNOW-HOW

- F Thorough knowledge of park management in terms of planning, programming and managing all activities and natural resources in Jasper National Park. A knowledge is also required of related federal and provincial legislation and directives.
- III Operational management and coordination of all activities and natural resources in Jasper National Park. Conceptual management in proposing new or changes to policy and regulations.
- 3 Critical level required in supervising and motivating staff and in dealing with senior federal and provincial officers.
- 528 Middle number indicates expertise required for operational management of park programs and activities.

PROBLEM-SOLVING

- E Thinking within well-defined policies and specific objectives manages Jasper National Park resources and ensures the natural preservation and visitor enjoyment. Initiates and approves park management plans for its preservation and use in general and ensures their implementation subject to overall park priorities and the resources available.
- 4 Adaptive thinking challenge inherent in handling requests, proposals, suggestions and complaints with respect to park activities and in attending Jasper Townsite Committee and Chamber of Commerce meetings to discuss and resolve problems and contentious issues.
- (43) Lower percentage indicates the guidance available from well-defined policies.

ACCOUNTABILITY

- E Reporting to the Director, Western Region, is subject to broad practice and procedures such as the National Park Act and Regulations. Also accountable for the safety of visitors in the park.
- 3P Primary impact on park program end results reflected by an annual operating budget at \$2.3 Mil (Constant) and a staff of 243.
- 304 High number reflects the high degree of control over capital budget, the impact of the position on revenues generated and size of budget directly controlled.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SSA-5-A

DIRECTOR, WESTERN REGION

NATIONAL PARK SUPERS. (7)
NATL. HIST. PARKS SUPERS (4)
ASSISTANT DIRECTORS (2)
DIVISIONAL CHIEFS (6)

SUPERINTENDENT,
JASPER NATIONAL PARK

FIII3 528
E4(43) 230
E3P 304
TOTAL 1062

A/SUPERINTENDENT

ENGINEERING&WORKS MANAGER

TOWNSITE MANAGER

PARK FIN. & ADMIN. OFFICER

PERSONNEL OFFICER

MGR NATIONAL TRAINING CTR

BM: SSA-5-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SSA-5-B

POSITION TITLE: Regional Director, South-West Ontario

GENERAL ACCOUNTABILITY

Is accountable for management of all Excise operations in the Region to ensure the application, compliance and enforcement of legislation and regulations.

ORGANIZATION STRUCTURE

This is one of 14 positions at the third level reporting to the Assistant Deputy Minister, Excise Branch, Ottawa.

The other positions reporting to the ADM are the Directors General, Programs; Operations; the Co-ordinator Commodity Tax Development, and the Director, Planning and Administration, all located in Headquarters, and nine other Regional Directors located throughout Canada.

Specific functions of the five positions reporting to the incumbent are:

Regional Chief of Audit (staff of 32) directs the Regional audit programs to verify compliance by taxpayers and refund claimants.

Regional Chief of Compliance (staff of 14) directs regional Tax interpretation, collection and duty activities with a view to ensure compliance.

Regional Chief of Management Services (staff of 6) directs the financial and administrative functions of the region, including revenue control and accounts payable.

District Manager, St. Catharines (staff of 15) directs the audit, collections, tax interpretation and duty activities within the district.

Manager, Personnel Services (staff of 12) directs the provision of advice and services to line managers on all matters affecting management of human resources in the region.

NATURE AND SCOPE

The Regional Director directs and controls tax programs in a heavily industrialized area. The Region consists of a Regional Office in the City of Hamilton and a District Office in the City of St. Catharine.

The Region has 2,500 manufacturers and wholesalers operating under licence, embracing the entire gamut of industrial activity. In addition, the region has a large number of persons and firms who are entitled to refunds or sales tax exemptions on goods sold, purchased or used by them.

The Region is responsible for the collection of \$149,122,800 (Constant) in revenue and the refund of \$10,964,912 to 25,000 claimants.

The Regional Director is responsible for 80 person-years which are deployed in accordance with shifting priorities and challenges. One third of the staff consists of professional tax auditors. A major challenge exists in attracting, developing and retaining audit staff to meet the required standards of proficiency. Other officers possess expertise in the interpretation of commercial, tax and criminal laws and officers knowledgeable of collection and enforcement technique to apply the punitive sections of the acts.

The incumbent exercises authorities delegated by the Minister (by Order-in-Council) to reduce or waive penalty charges and to demand moneys directly from those indebted to the taxpayer, from the taxpayer's bank account and/or from assignees of book debts. These authorities must be used with discretion as they may have far reaching effects on a firm's operations or prestige.

The Regional Director is the final authority in deciding whether or not to prosecute taxpayers and claimants under the punitive sections of the acts. However, prosecutions which involve jail sentences are referred to the A.D.M. with recommendations.

Rapidly changing technologies and manufacturing processes, corporate reorganizations, and frequent changes to the law itself continually pose new problems of interpretation or definition. The Regional Director is accountable for ensuring consistent and equitable interpretation, application and administration of the acts on both domestic and imported goods. The incumbent must adapt general national guidelines and policies into directives and procedures which meet regional conditions.

The Regional Director is the final step within the region in the informal appeal process whereby taxpayers may dispute the taxability of goods, the rate of tax applicable, value on which tax applies, and whether a process is considered to be manufacturing under the act. In reviewing an appeal the incumbent considers any conflicts or anomalies in policies, possible tax advantage to be gained by competitors and the national impact. Cases not handled correctly and convincingly may result in costly proceedings before the Tariff Board or federal courts.

The Regional Director routinely meets with senior executives and legal representatives of national and multi-national corporations to advise them of the tax application on proposed changes in their products, processes or marketing systems; on methods improving or simplifying tax accounting procedures; or to convince them of the legality or propriety of large assessments and negotiate final settlements particularly where the tax liability must be estimated. The R.D. frequently meets with owners, officials and representatives of other businesses to resolve disagreements and disputes which often pose human relations problems especially in today's environment where the public is more conscious of its rights and willing to challenge decisions.

In this environment, the Regional Director is responsible for maintaining good relations with taxpayers and encouraging voluntary self compliance. The incumbent is accountable for ensuring that taxpayers are accurately and promptly informed of their rights and obligations. The incumbent, meets formally and informally, with members of industrial associations such as the Canadian Manufacturers Association, Auto Manufacturers Association, Tire and Rubber Association and others to discuss problem areas, explain the Excise point of view and to obtain feedback.

In addition to this regional role the Regional Director is expected to fulfill a national role. This can be illustrated by membership on the Excise Management Committee which initiates national policy proposals relating to management of both operations and program matters. Jointly with one or more other members of the Committee the Regional Director evaluates proposals originating from Headquarters and Regional offices.

Each Regional Director is expected to chair or act as a member of one of the four permanent sub-committee of the Excise Management Committee. These sub-committees are concerned with Personnel, Technical Developments, Planning and Training. Each initiates studies and considers references from the Assistant Deputy Minister, Excise relating to legislative, regulatory and operational policies, systems and practices whether generated by governmental agencies, other departmental branches within the Excise Branch.

DIMENSIONS (Constant Dollars)

Person-Years

Department: 10,140

Region: 80

Operating Budget

Department: \$108,399,460

Region: \$839,718

Annual Revenue Collected: \$149,122,800

Refunds Paid: \$10,964,912

SPECIFIC ACCOUNTABILITIES

- 1 Manages the Excise Branch Programs in the South-West region to ensure taxes and penalties are collected, accounted for and deposited as required by legislation.
- 2 Promotes compliance and take appropriate action for non-compliance with the laws by exercising discretion when applying the authorities specifically delegated by the Minister.
- 3 Adjudicates as the final step in the region on contentious issues of tax interpretation, audit assessments or penalties.

- 4 Implements national policies and guidelines by formulating directives which adapt them to regional conditions.
- 5 Serves as a member of the Branch Management Committee and sub-committees through initiation and evaluation of national policy proposals and contribute to resolution of national operational problems.
- 6 Maintains effective channels of communication between the region and private sector to ensure that dialogue on mutual concerns and needs takes place and that voluntary compliance by taxpayers be as much the norm as possible.

EVALUATION RATIONALE

Regional Director, South-West Ontario

BM: SSA-5-B

KNOW-HOW

- F Thorough knowledge of the provisions and departmental application of the Excise and Excise Tax Acts, and related legislation, regulations and directives. Sound knowledge of the application of special levees administered on behalf of other federal departments, and of financial and human resource management principles and practices.
- III Operational management of all Excise activities within the region including audit, tax interpretation, collections and duty, refunds and rebates, and of the financial and personnel support services. Conceptual management of the tax application and enforcement provisions of the legislation. Conceptual know-how required to contribute to the formulation of national policy as a member of the Excise management committee and of its four sub-committees.
- 3 Critical level in leading and guiding a regional staff of 80; in establishing productive relationships with industrial associations; and in negotiating with senior representatives of national or multi-national firms to resolve disagreements about tax applications or enforcement actions.
- 528 Middle number reflecting seasoned knowledge of excise legislation and operational coordination of regional activities.

PROBLEM-SOLVING

- E Thinking within well-defined policies as outlined in relevant legislation; specific objective of equitable and appropriate application of the excise tax program.
- 4 Adaptive thinking challenges requiring the exercise of analytic abilities in assessing the impact of major tax collection action on companies and industries, and the use of judgement in establishing fair terms of payment.
- (50) Higher figure is consistent with the requirement to apply specialized knowledge to specific complex cases within well-defined policies.

ACCOUNTABILITY

- F Under the direction of the ADM Excise and the functional direction of headquarters, has exceptional freedom to act in resolution of operational problems in the Region.
- 2P Primary impact on regional operations as represented by a budget of \$839,718 (Constant) and a staff of 80.
- 304 Middle number is consistent with the latitude the position has in dealing with individual cases and the dollar value of the budget.

SUMMARY

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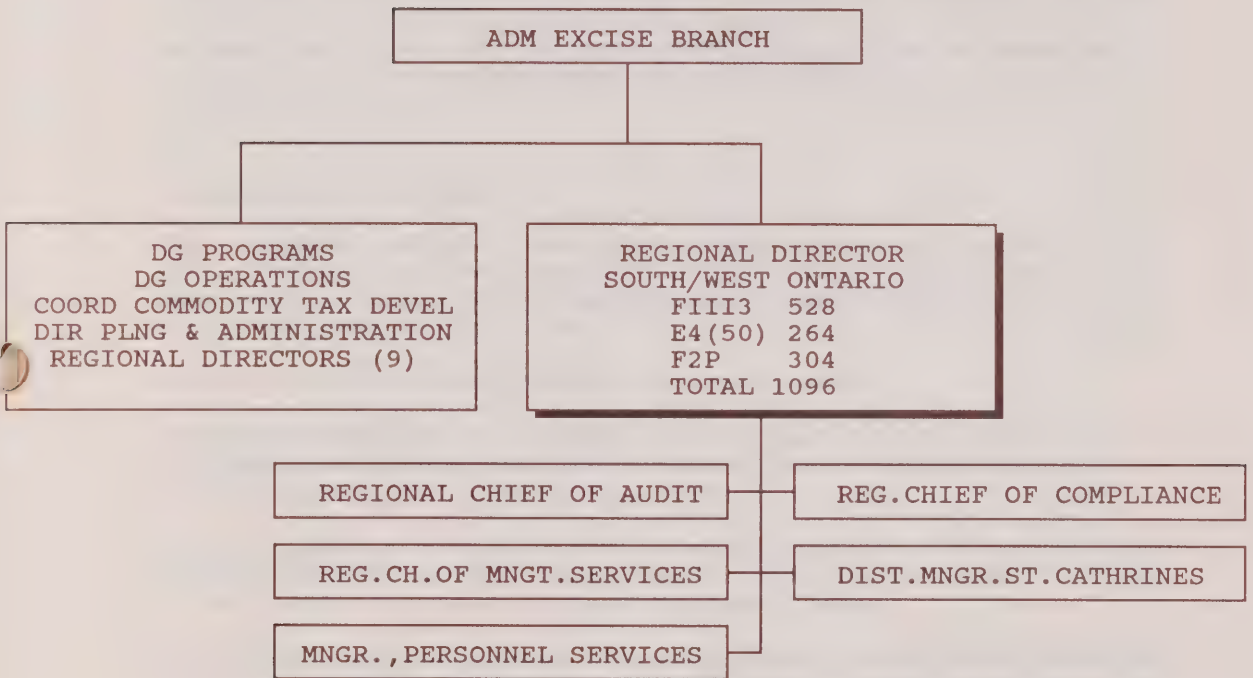
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SSA-5-B



BM: SSA-5-B

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SSA-46-A

POSITION TITLE: Regional Manager, Alberta

GENERAL ACCOUNTABILITY

Is accountable for the implementation of Prairie Farm Rehabilitation Programs in Alberta in the fields of water resource development and municipal infrastructure; the development of solutions to water resource problems; the provision of engineering support services to other Divisions of the Service; and the co-ordination of engineering service assistance to, and co-operation with, other services of Prairie Farm Rehabilitation Administration, other departments, provincial and municipal governments.

ORGANIZATION STRUCTURE

This is one of seven positions at the fourth level reporting to the Director, Engineering Service, PFRA. The other six are, Chief, Planning; Chief, Technical Resources; Chief, Project Management; Manager, Saskatchewan Regional Division; Manager, Manitoba Regional Division; and Manager, Administration and Finance.

Specific functions of the five positions reporting to the incumbent are:

Operations Engineer (staff of 15) is responsible for organizing, planning and directing field investigations, construction inspection and administration of construction contracts for water resource development and municipal infrastructure projects.

Planning Engineer (staff of 10) is responsible for organizing, planning and directing the conduct of office investigations, engineering feasibility and cost studies, and preparing engineering reports on water resource and municipal infrastructure development proposals.

Special Projects Engineer is responsible for organizing, planning, performing and/or directing the performance of complex studies and investigations of larger scale water resource projects having basin-wide impact dealing with the engineering, economic and environmental aspects.

Head, Personnel and Administrative Support (staff of 2) is responsible for all personnel related documents; requisitioning of supplies for all 9 PFRA District Offices within Alberta; processing of invoices for payment; preparation and maintenance of records for contract progress payments and updating inputs into the cost accounting system.

Secretary to the Manager is responsible for secretarial functions required by the Regional Manager and subordinate officers.

NATURE AND SCOPE

Operates under the Prairie Farm Rehabilitation and the Department of Agriculture Act, in developing and promoting systems of water supply, land utilization, tree culture and farm practice that will afford greater economic security to the agriculture sector.

The incumbent is particularly responsible for the organization, planning, co-ordination and execution of engineering studies and investigations of water resource projects, and for project management activities associated with the construction of these developments in Alberta. Projects range from repairs, improvements and replacement of existing works, to new capital works requiring innovative technology. The value of individual projects varies up to \$13 million (Constant).

The Manager works under the general line direction of the Director, Engineering Service and receives functional guidance or functional direction from the Chief, Project Management and Chief, Planning. From the time of project conception through to final completion, the incumbent is the focal point for all enquiries and contacts concerning particular projects within the range indicated; provides liaison with other branches, divisions of the Engineering Service, and ensures that appropriate input from engineering and other disciplines is available during the planning, design and construction of a project, and is the responsibility centre dealing with the municipality, provincial departments, federal departments or private firms involved.

The work requires managerial, administrative and negotiating skills in addition to professional engineering and specialized technical expertise, including knowledge of: hydrology, geology, geotechnical engineering, structural and hydraulic design, economics, and environmental impact assessment.

Major challenges are: to develop economical and practical solutions to specific water supply problems identified within the arid region; to co-ordinate and motivate groups with diverse interests to work together to achieve a common goal; to provide effective project management and management to the contract administration function to ensure project completion within established time schedules and costs; and to strike an effective balance in meeting the competing needs and demands of subordinate managers, senior management, clients, contractors and consultants, while keeping abreast of policies, regulations and changing technology in water resource engineering.

The work requires contacts with senior officials in the Department, senior officers of other departments, officers at the Director and Assistant Deputy Minister level in the provincial government, Chiefs of Indian Band Councils, elected and senior officials of municipal entities, managers of irrigation districts, and principals of consulting engineering and construction firms. The contacts are for the purpose of discussing the scope and objectives of programs, developing priorities, schedules and budgets for jointly funded programs, to participate in their implementation, to monitor progress and to formulate effective courses of action. Many of the contacts arise from the incumbent's role as the federal member of a number of multi-disciplinary Committees.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------------------|-------------|
| Number of Subordinate Person-Years: | 30 |
| Operating Budget | \$ 276,580 |
| Program Budget | \$1,790,322 |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that studies, investigations and engineering reports meet the stated objectives and are completed on schedule, and within budget, by establishing goals and standards, and reviewing work progress and approving reports.
- 2 Ensures that a high level of quality and economy is attained within time constraints, in the construction of engineering projects, by exercising sound judgement and applying good engineering, project management and contracting practices and by establishing control, monitoring, inspection and reporting systems.
- 3 Proposes new initiatives to meet current or future program needs by recognizing factors impacting on water resource development and Branch programs and developing alternative strategies.
- 4 Ensures federal input in the orderly and systematic development of water resources in the region, by the provision of engineering expertise in water-related matters.
- 5 Manages personnel resources to optimize the utilization of physical and financial resources assigned, by reviewing and appraising work progress, evaluating work quality and initiating changes where warranted.
- 6 Ensures a high level of professional competence is achieved in an effective manner by staff motivation, staff training and effective recruitment.

EVALUATION RATIONALE

Regional Manager, Alberta

BM: SSA-46-A

KNOW-HOW

- F Thorough knowledge of engineering theories and practices, with emphasis on water resource development and municipal infrastructure. Thorough knowledge of related legislation and programs, projects and objectives, and of related provincial programs. Good knowledge required of financial and contract administration as applicable to construction undertakings.
- II Operation coordination of engineering support services and Engineering Branch assistance. Conceptual management role in establishing priorities, guidelines and procedures to ensure attainment of objectives in most efficient manner, developing multi-purpose solutions to problems.
- 3 Critical level called for in participatory dealings with a range of senior officials in federal and other levels of government, and in consulting with construction firms to negotiate agreements, resolve problems and settle claims.
- 460 High number reflects the expertise required to manage the delivery of professional services within a specialized field.

PROBLEM-SOLVING

- E Thinking within well defined policies and specific objectives, ensures provision of engineering service within region.
- 4 There is a clear requirement to utilize analytical creative and evaluative thinking to accommodate a variety of projects requiring expertise in engineering, administration and management.
- (43) Low percentage reflects the degree to which guidance is available elsewhere in the Branch.

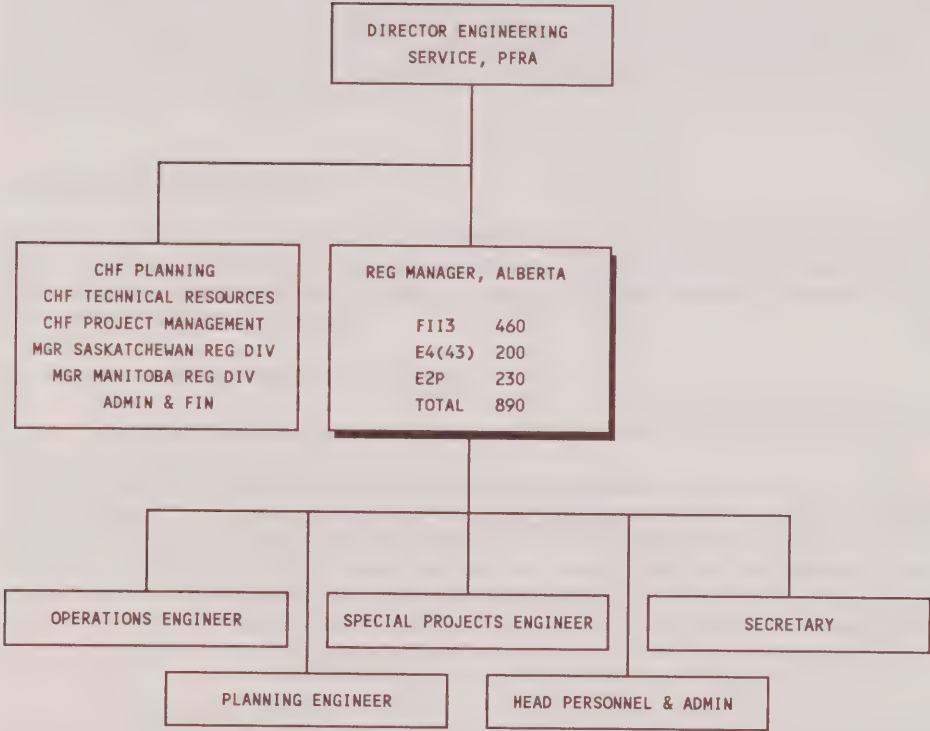
ACCOUNTABILITY

- E Reporting to the Director, Engineering Branch, is subject to broad practice and procedures in carrying out assigned responsibilities. Recommendations are made to superior in respect of items such as financial resource allocation, hiring of consultants and settlement of claims.
- 2P Primary impact on Division as represented by a budget of \$276,580 (Constant).
- 230 High number reflects the availability of direction from supervisor and dollar values including a strong advisory role on the disposition of \$1.8 Mil (Constant) program funds.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SSA-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-10-A

POSITION TITLE: Assistant Deputy Minister, Industry Marketing

GENERAL ACCOUNTABILITY

Is accountable for the determination of the needs of each industrial sector, including small businesses, prerequisite to their growth and improved international competitiveness; maintenance of an operational and strategic appreciation of these needs; development of effective policy, program, business product and service responses that satisfy these sectoral needs; and the provision of functional guidance to officials of the Department and other departments, on sectoral characteristics and requirements.

ORGANIZATION STRUCTURE

This is one of seventeen at the second level reporting to the Deputy Minister. The others are: ADMs, Policy and Evaluation; Finance, Personnel and Administration; Development Programs and Investments; General Counsel; Corporate Secretary; Director General, Operations Audit; and ten Regional Executive Directors.

The seven positions reporting to the ADM are:

Director General, Service Industries and Consumer Goods (staff of 110); Director General, Resource Processing Industries (staff of 86); Director General, Surface Transportation and Machinery (staff of 136); Director General, Aerospace, Defence and Industrial Benefits (staff of 136); Director General, Information Technology Industries (staff of 65); each is accountable for formulation and development of sector policies, programs and services; development and maintenance of an industry specific knowledge base; and for advice and assistance to industries to promote the establishment, improvement, efficiency, export market development, general economic growth and competitiveness of their respective industries.

Director General, Special Projects (staff of 19) is responsible for leading and coordinating the assessment of, and participating in the negotiation of Crown support for special major, complex and sensitive project proposals, as identified and assigned by the Deputy Ministers.

Director General, Planning, Coordination and Control (staff of 57) is responsible for the provision of a comprehensive business planning and policy coordination function for Industry Marketing Sector groups; coordination of Industry Marketing inputs to the formulation of policy recommendations and corporate plans; provision of financial and human resource accounting and control services on an Industry Marketing wide basis; and provision of administrative services for all of Industry Marketing.

NATURE AND SCOPE

The Department is decentralized to serve the needs of Canadian business enterprises ranging from very small firms to large multinationals, with a mandate to enhance the national economy and achieve economic development in all regions of Canada through the development and implementation of policies, programs and services to improve opportunities for productive economic expansion, ensure access to opportunities in all regions of Canada, and promote economic development in regions where opportunities for productive employment are scarce.

In discharging this responsibility, the Department undertakes to stimulate the establishment, expansion, productivity and innovative capability of business enterprises to realize their economic potential; to enhance the regional industrial benefits associated with major development projects; to support industrial restructuring and renewal for firms and communities requiring exceptional economic adjustment measures; to facilitate the identification, development and exploitation of domestic and international market opportunities; and to foster an environment supportive of innovation, including research and development, entrepreneurship and regional economic growth.

The Industry Marketing sector is the centre for policy and program development, and for sectoral intelligence and expertise for the automotive, marine and rail, machinery and equipment, aerospace and defence, information technologies, resource processing, health care, advanced industrial materials, consumer goods and service industries, and has the responsibility for industrial and regional strategic policy development and the formulation, implementation and delivery of programs and services, to promote the industrial and economic growth of these industries.

The scope of Industry Marketing is national in character, and covers all manufacturing industries and service industries. These economic sectors account for the majority of the Canadian gross domestic product, as well as the majority of the Canadian workforce.

The ADM provides the leadership and sets the priorities for the development of policies, programs and services intended to achieve departmental objectives in relation to industrial development and adjustment, on both a national and regional scale. As a member of the Operations and Policy Review Committee, the ADM contributes to the determination of departmental national policy directions and is required to define the role of the Department in respect of industry in Canada, taking particular account of the national/sectoral/regional interactions and interdependencies that exist. The ADM pursues these industrial development and adjustment objectives with full recognition of Canada's competitive and trading position in world markets.

The ADM is accountable for all aspect of the management of the Industry Marketing Sector, including the determination of work programs, sector policy analysis priorities, program responses to industrial circumstances in defined sectors, the nature and intensity of the Sector's relationship with private sector clientele, and the proposed departmental responses to other government departments' policy proposals. Policy matters are brought to the Operations and Policy Review Committee.

Within the Department, the ADM has prime responsibility for briefing the Minister on Industry Marketing matters. Within the federal government, the incumbent regularly represents and presents at Committees of Deputy Ministers and the Cabinet Committee on Economic Regional Development. The ADM maintains regular contact with Members of Parliament, and is required to be present at meetings of other federal ministers. Outside the Department and the federal government, the incumbent maintains senior level contacts with all provincial governments and as required, with interest groups including Chambers of Commerce, universities, municipal officials and the like.

The ADM maintains contacts in the private sector, including the presidents of some of Canada's largest companies and with a variety of business associations. In respect of the various contacts, the ADM is dealing with the perceptions of various private sector companies, special interest groups and individuals in respect of the Canadian economy, industrial development and the economic well-being of all sector. These groups are highly sensitive to the influence of government action on their sectors, whether domestically or internationally, and are desirous of not only making their representations known to government, but also knowing and understanding the government's intentions as they apply to the industry sectors. The appropriate managing of the government/private sector interface is a major responsibility of the ADM.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------|----------------|
| Department Person-Years | 2,260 |
| Person Years: | 611 |
| Annual Budget: | \$11.2 million |

SPECIFIC ACCOUNTABILITIES

- 1 Meets the industrial development and adjustment requirements of industrial sectors in Canada, through the planning, development and implementation of strategies and programs with particular emphasis on innovation, productivity and technological change.
- 2 Ensures the most efficient and effective form of federal government involvement, including financial, to achieve industrial development and adjustment objectives in the sectors.
- 3 Ensures compatibility of national and sectoral policies with regional development policy objectives of the federal government.
- 4 Ensures that the wide range of clientele represented in industrial sectors, is fully informed and understands government policy and intentions in respect of their sectors and that their points of view are accurately interpreted to the federal government.

- 5 Ensures that the Minister and the federal government are kept apprised of industrial development and adjustment circumstances, including the perceptions of the clientele.
- 6 Ensures that the international trade and competitive situation of client groups is fully recognized in the development of regional/national/sectoral policies and programs.
- 7 Recommends an industry supported sector-by-sector policy and program development plan, proposing results-oriented government actions on two-year and seven-year horizons.
- 8 Exercises responsibility for industrial benefit strategies and defence preparedness activities for the Department, and manages delivery of the Defence Industry Productivity Program.

EVALUATION RATIONALE

Assistant Deputy Minister, Industry Marketing

BM: SB-10-A

KNOW-HOW

- G The work requires a thorough understanding of the national business and industrial climate of all industrial and service sectors, their short and medium range opportunities and how the Department and other federal departments and agencies program activities can be utilized to maximize the economic prosperity of business and industry and the population in all regions of the country. Experience and expertise in management is required. A number of sectors are subject to a rapid rate of technological changes and the work requires an in-depth understanding of strategy development to realize the high potential of response by the private sector to government policies.
- IV The activities of policy development, program delivery, sector intelligence, identification of opportunities are diverse and draw on an impact on all the departmental responsibilities. The conflicting demands of the different sectors coupled with the limited available resources dictates that decisions be taken that will balance and address these conflicts in a supportive and beneficial manner.
- 3 Critical human relations skills are required in motivating a staff of over 600, and advising senior executives up to the cabinet level.
- 1056 Highest number represents the wide range of activities managed and national leadership role.

PROBLEM-SOLVING

- G The work is performed within very broad objectives and policy positions established to achieve the departmental mandate of increased economic prosperity in the country. The thinking environment is such that guidance of a very general nature only is provided by the Deputy Minister.
- 4 There is a significant level of thinking challenge to the work to develop policies and programs and to manage the program delivery function to different sectors in that some are either mature or declining, while others are expanding. These differences preclude the development and implementation of common policies and programs and there is a need to tailor them to meet the individual sector peculiarities. Policy and program recommendations are presented to the highest level of management.
- (66) Higher percentage represents a strong problem solving environment.

ACCOUNTABILITY

- G The work is subject to general guidance only from the Deputy Minister.
- 4P Impact on industrial incentives program as represented by an operating budget of \$11.2 Mil (constant).
- 700 Low number reflects the degree of latitude of the position in directing national activities related to industrial development in a number of sectors and size of budget.

SUMMARY

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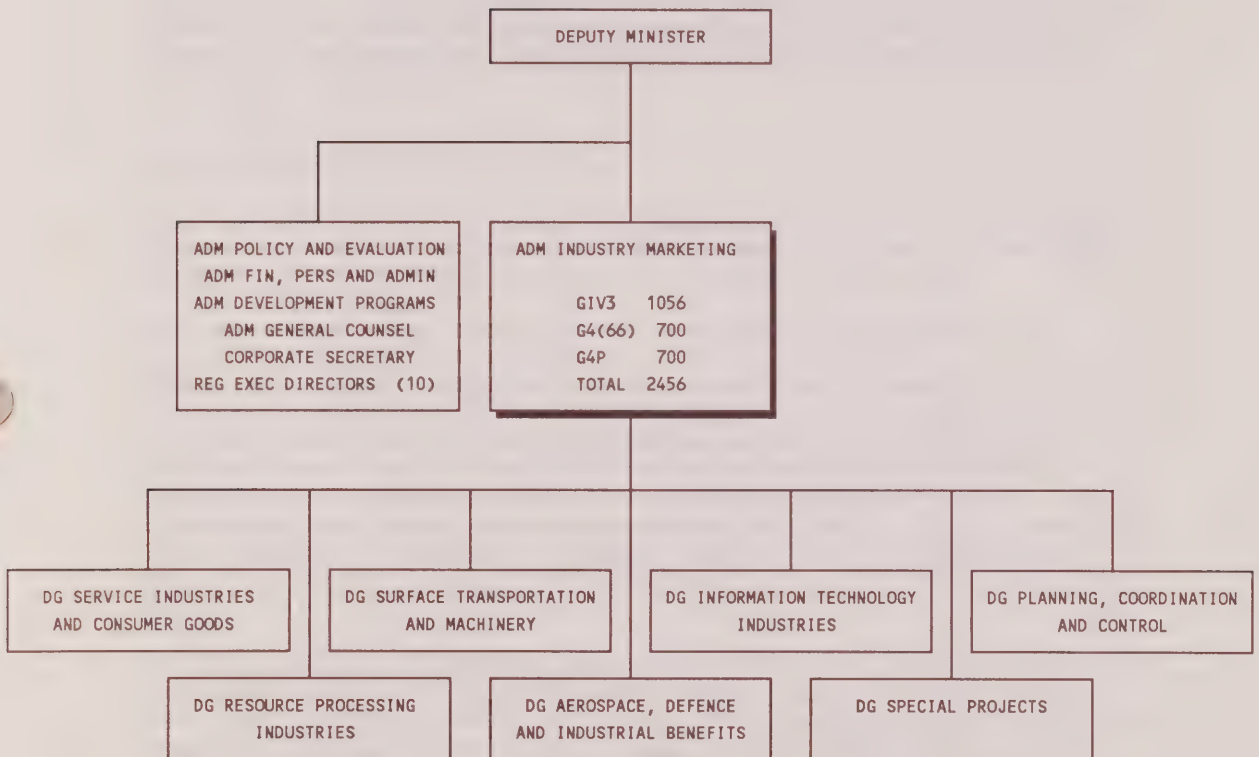
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-10-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-9-A

POSITION TITLE: Assistant Deputy Minister, Tourism

GENERAL ACCOUNTABILITY

Is accountable for overall management of the Tourism Program, including executive direction of Tourism Canada, to develop and promote tourism in Canada, optimize income from tourism in all regions of Canada, develop and maintain intelligence in respect of the industry, and ensure that all related activities are in the national interest.

ORGANIZATION STRUCTURE

This is one of fourteen positions at the second level reporting to the Associate Deputy Minister. The others are: ADM Small Businesses; ADM Native Economic Programs; Executive Director, Enterprise Cape Breton; and ten Federal Economic Development Coordinators.

Specific functions of the four positions reporting to the Assistant Deputy Minister, are:

Director General, Market Development (staff of 35) develops and implements Canadian tourism marketing policies, plans and programs; effectively manages the marketing budget; leads federal government marketing activities; designs, negotiates and implements joint marketing and workplan accords with major national and international private sector partners, provincial governments and Department of External Affairs; promotes and coordinates Canadian participation at major international tourism marketplaces; liaises with the Cabinet Committee on Communications and the Advertising Management Group, and directs the negotiation and administration of major international advertising contracts in cooperation with private sector agencies.

Director General, Product Development (staff of 40) is accountable for providing leadership in establishing, with other federal agencies/provincial ministries and the private sector, a national tourism development framework and strategy; developing strategies, policy recommendations and programs aimed at the establishment of increasingly competitive tourism attractions, facilities and services; identifying supply (product) development constraints and opportunities; disseminating information and providing product development advice and expertise to the industry; developing the strategic framework for the next generation of subsidiary agreements and monitoring and evaluating the impact of existing subsidiary agreement expenditures on tourism product development; for ensuring that industry views and interests are considered and reflected in legislation and policies affecting the tourism industry; and acting as the federal government interface with international tourism development organizations.

Director, Management Services and Liaison (staff of 49) is accountable for the provision of recommendations and advice on tourism policy formulation, strategic planning and major policy issues, analysis and evaluation of policies and strategies of other sectors of the tourism industry; development and direction of a centralized communications program; communicating the position of Tourism Canada in various policy and program areas, and providing strategic planning advice to ADM Tourism; development and administration of mechanisms to facilitate consultation between the federal, provincial, territorial government and liaison with tourism associations; and managing the personnel, financial and administrative functions of Tourism Canada.

Director, Research (staff of 14) is accountable for planning and initiating studies and surveys on tourism; establishing and developing a Commercial Intelligence Service to provide international business intelligence to the tourism industry on a cost-recovery basis; directing the development of methodology and techniques for application to tourism research; negotiating joint research accords with domestic groups and other countries; maintaining liaison with other departments, provincial/territorial governments, other countries and international organizations; directing the operation of a Tourism Documentation and Reference Centre and, for the development of long-range systems automation plans.

NATURE AND SCOPE

Canada's tourism income (1985) exceeds \$5 billion (Constant) of which \$1.3 billion is foreign exchange earnings from visitor expenditures and \$3.7 billion represents domestic travel expenditures by Canadians. Tourism is the third largest industry in Canada and accounts for the direct employment of approximately 600,000 Canadians. The Canadian tourism industry comprises some 60,000 enterprises, most of them small businesses, spread throughout Canada and sub-divided into specialized sub-sectors such as accommodations, transportation, food and beverage services, etc. The business of tourism not only takes place in all parts of the country, but tourism is sometimes the only option in areas where primary or secondary industry are not viable; it thus contributes to regional economic expansion and the overcoming of regional disparities. It also assists in the attainment of social, cultural and political goals. For these reasons, all levels of government in Canada are directly involved in promoting the growth and development of tourism, albeit the private sector is the major participant. Reflecting national interest in the economic and non-economic benefits to be derived, the basic mission of the ADM, Tourism is to sustain the orderly growth of tourism in Canada.

Tourism is internationally traded and is open to international competition. Tourism in Canada must be competitive if it is to grow and flourish. It is the responsibility of the ADM, Tourism to assist the Canadian tourism industry to be as competitive as possible. The ADM is charged to increase the demand for Canadian tourism facilities and services, and to expand and increase the efficiency of the industry. To these ends, the ADM commissions the examination and evaluation of trends and developments affecting tourism at home and abroad, and the analysis of the economic performance of the Canadian tourism industry to identify its strengths and weaknesses and to determine whether the Canadian "travel product" meets the needs and expectations of the traveller. Correspondingly, the ADM directs review of the framework policies of the federal government that impact on tourism. The ADM sees to the identification of problems or shortcomings besetting the industry. In consequence, the ADM is concerned with the policies, priorities and strategies that underlie the operations of the federal Tourism Program, and are dedicated to encouraging the growth and development of tourism in Canada

by taking all these factors into account, building on the strengths of the industry, and seeking to overcome the constraints and shortcomings.

The ADM authorizes direct Tourism Canada operations in the primary marketplaces at home and abroad -- on the one hand, directed at the travel consumer to increase awareness of and to encourage positive attitudes toward Canada as a travel destination, thereby setting the stage for provinces, territories and the private sector to promote their specific offerings to best advantage; and on the other hand, directed at the travel trade itself, to persuade them of the profitability of selling travel to and within Canada and, through joint projects, avail of their leverage with their clienteles. In particular, the ADM ensures federal leadership in the coordination, wherever possible, of the activities of provinces, territories and private sector with those of Tourism Canada, to avoid the disadvantages of a fragmented effort in the marketplaces. The ADM ensures that Tourism Canada operations "at the national level" are known to departmental Regional Executive Directors' tourism staffs and the tourism program delivery officers of the Department of External Affairs abroad, in order that the more local efforts of Regional Executive Directors and of External Affairs heads of post, may reflect the national approach and be part of it. As a corollary, the ADM ensures that such tourism related officials contribute local market intelligence and are involved in the preparation of Tourism Canada's marketing efforts annually, to keep the national effort pertinent and dynamic.

In the field of development, the ADM approves of direct federal operations in pursuit of predetermined goals and objectives for tourism. This calls for coordinating, harmonizing and harnessing the tourism related operations of other federal departments and Agencies to the benefit of tourism. It requires collaboration with provinces, territories and private sector on strategies and operations to optimize tourism development on measures to improve economic performance of the industry and to ensure that Canadian tourism facilities, services and attractions, meet travel demand consistent with Canada's natural resource endowment and potential.

Tourism is a shared responsibility of governments in Canada. There is consensus that each level of government has valid and distinctive reasons for being involved, that there is a very broad area of common interest. For mutual benefit, Ministers of Tourism at all levels are agreed that there should be maximum coordination and cooperation amongst tourism authorities and with the private sector. Tourism Canada has been designated as the agency to take the initiative in seeking collaborative effort.

The ADM serves on the senior management committee, to contribute to departmental decision-taking and represent tourism; chairs the annual federal-provincial/territorial Conference of Canadian Tourism Officials responsible to review and coordinate respective policies and strategies in tourism marketing and tourism development, including chairing certain special committees established by the Conference. The ADM is Alternate Deputy Chairman (after the Minister and Deputy Minister) of the annual ministerial Federal-Provincial Conference on Tourism which convenes to discuss common issues and concert policies.

Guided by the specific responsibilities of the Minister, as set out in the authoritative statute and annual approval of the Tourism Program resources and content, plus policy direction given by the Minister and Deputy Minister, the ADM, Tourism, works within the most general of guidelines and is authorized to develop and advance policy proposals and to determine priorities, objectives and operations for the Tourism Program.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|------------|-------|
| Department | 2,200 |
| Sector | 141 |

Sector:

| | |
|-----------------|-------------|
| Salaries | \$1,421,994 |
| Other Operating | \$8,720,406 |

| | |
|-------|---------------------|
| Total | <u>\$10,142,400</u> |
|-------|---------------------|

SPECIFIC ACCOUNTABILITIES

- 1 Advises the Minister of State, the Deputy Minister and the Associate Deputy Minister, on tourism matters for their information and obtains policy decisions.
- 2 Formulates policies and determines activities to sustain the orderly growth of tourism in Canada, and ensures policies and activities reflect overall federal government policies, departmental policies, tourism trends and developments at home and abroad.
- 3 Ensures that Regional Executive Directors and Federal Economic Development Coordinators in all provinces and dedicated staffs at External Affairs missions abroad, contribute local intelligence trends and developments; are involved in the process which annually determines program plans, and receive information and guidance so that their local operations reflect the national strategy.
- 4 Ensures coordination of Tourism Program operations with those of provincial/territorial tourism authorities and with those of the private sector, to concert all resources to common ends and achieve maximum impact in attaining objectives.
- 5 Ensures harmonization and coordination of all federal tourism-related programs and activities, in the national interest in tourism.
- 6 Provides sufficient and effective managerial direction and guidance, by setting goals and objectives, establishing priorities, allocating resources, monitoring performance and generally giving strong leadership.

EVALUATION RATIONALE

ADM, Tourism

BM: SB-9-A

KNOW-HOW

- G An in-depth knowledge of tourism as an international product, including the sectors and sub-sectors which provide the physical basis, attractions and events, marketing and advertising, foreign tourism programs and international agreements and negotiating mechanism. A thorough knowledge of provincial/territorial tourism policy, programs and objectives.
- IV Conceptual management of a national program involving provincial/territorial and private sector and foreign elements which are negotiated, developed and implemented through strategies and policies formulated.
- 3 Critical level required in directing and motivating staff, in recommending policies and strategies to senior management to the Ministerial, Cabinet Committee and Cabinet level and in establishing and maintaining effective relationships and negotiating with federal, provincial, private sector and foreign officials.
- 920 Middle number reflects expertise required in managing the delivery of a major departmental program.

PROBLEM-SOLVING

- G The thinking environment is based on the intent of legislation and broad policy initiatives from Cabinet, Cabinet Committee or Ministerial levels. There is also an impact from foreign and federal/provincial/territorial ministerial meetings.
- 4 The number of groups involved which have an effect on the success of the tourism program have a direct impact on the thinking challenge. Although tourism is a well established program, precedents may not be valid because of changing conditions. The many linkages make problem definition difficult and add to the complexity in developing courses of action and alternatives.
- 66 Higher percentage reflects the need to find and set up the mechanisms rather than working through existing mechanisms.

ACCOUNTABILITY

- G Reports to and receives general guidance from an Associate Deputy Minister with general policy direction from Ministerial or higher level.
- 4P Directs a staff of 141 and has a primary impact on the federal tourism programs represented by a budget of \$10.1 Mil (constant).
- 700 Lowest number is consistent with the degree of latitude in developing and delivering the tourism program and the size of budget.

SUMMARY

GIV3 920

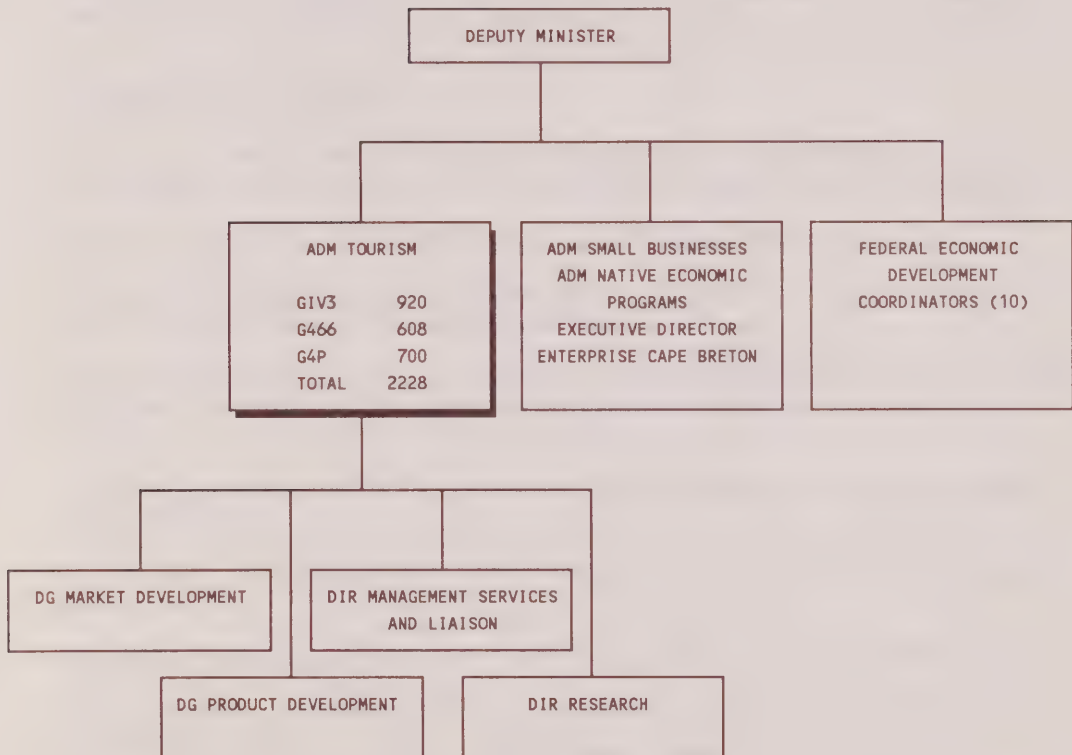
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-9-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-9-B

POSITION TITLE: Assistant Deputy Minister, Corporate Affairs.

GENERAL ACCOUNTABILITY

Is accountable for the management of and formulation of policy relating to all activities of the Bureau of Corporate Affairs.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Deputy Minister, Consumer and Corporate Affairs. The others are: ADM Consumer Affairs; and ADM Competition Policy.

Specific functions of the seven positions reporting to the ADM, Corporate Affairs, are:

Director General, Patents and Copyright (staff of 350) is responsible for administration of the Patent, Copyright, Industrial Design and Timber Marking Acts.

Director, Research and International Affairs (staff of 20) is responsible for all policy formulation and research relating to all Acts administered by Corporate Affairs, and all treaties relating thereto.

Director, Corporations (staff of 70) is responsible for administration of the Canadian Business Corporation Acts.

Superintendent of Bankruptcy (staff of 190) is responsible for administration of the Bankruptcy Statute.

Registrar of Trademarks (staff of 70) is responsible for administration of the Trademarks Act.

Director, Technical Information (staff of 1) is responsible for liaison with provincial technical and research institutes.

Director, Program Coordination (staff of 1) is responsible for planning and budgeting activities within the Bureau.

NATURE AND SCOPE

The Bureau's purpose is administering laws, regulations and policies in the fields of corporations, bankruptcy and insolvency, and intellectual and industrial property. Providing access to bankruptcy procedures to insolvent individuals and corporations, monitoring private bankruptcy trustee operations, detecting offenses and abuses, registering and publishing information. Conducting enquiries into unusual stock market transactions and initiating legal

procedures where appropriate. Examining, granting or rejecting applications for patents, registering or rejecting trade marks, copyrights and industrial design; classifying, maintaining and disseminating intellectual property information to the public.

As Chief Executive Officer for the Bureau, three main areas of activity are involved, requiring general mastery of managerial, analytical, negotiating, planning, administrative and policy formulation expertise. The general formulation and exposition of both domestic and international policy. The development of objectives, long, intermediate and short term plans related to those goals, monitoring and control of resources to assure achievement within predetermined performance levels. Provides advice, in concert with other senior executives, on the management policy and related problems.

The incumbent provides advice to the Minister and the Deputy Minister regarding policy; acts in place of the Deputy at interdepartmental and Cabinet meetings; acts as Canadian representative at international meetings. The incumbent is designated a Deputy Registrar General.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------|--------------|
| Department person-years | 2222 |
| Number of person-years | 706 |
| Annual operating budget | \$12,571,428 |
| Revenue collected | \$9,387,755 |

SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in the management of the Bureau and to the operation of each of its Branches, to ensure efficiency and effectiveness of operations, by performing within predetermined fiscal and performance standards;
- 2 Provides recommendations relating to the policy aspects of the laws administered by the Bureau, to maximize the possibility of consensus, without sacrificing basic principles.
- 3 Assures that Canada's interests are represented and protected in international agreements that impinge on the Bureau's activities.
- 4 Provides advice and counsel to the Minister and Deputy Minister, on matters affecting the administration of the Department, and attainment of the Department's objectives.

EVALUATION RATIONALE

ADM, Corporate Affairs

BM: SB-9-B

KNOW-HOW

- G The work requires that the incumbent possess a broad mastery of commercial affairs and how they interact with the patents and copyrights, trademarks, bankruptcy, and the chartering and regulation of companies under the Canada Business Corporations Act.
- IV The work requires coordinating patents, copyrights, trademarks, bankruptcy and the chartering and regulating functions at the policy level, in order to meet the requirements of the government and Canadian business.
- 3 The advisory role of this position with respect to the Minister and Deputy Minister makes the possession of human relations skills critical.
- 920 Middle number is consistent with the technical and legal expertise required to manage a major program of the Department.

PROBLEM-SOLVING

- G The incumbent is required to think within general policies and principles, in order to coordinate the work of the Bureau with the requirements of the government, the business community and the public.
- 4 The reduction of the cost of administration of the services of the Bureau through privatization and cost recovery, has required the incumbent to develop novel approaches to the areas of responsibility covered by the Bureau. In addition, the coordination of the functions covered by the Bureau at the policy level with the requirements of government, and the commercial and public sector, requires analysis, and evaluative and constructive thinking.
- 66 Higher percentage reflects the policy development requirements normally associated with positions of this nature.

ACCOUNTABILITY

- G The Assistant Deputy Minister, Bureau of Corporate Affairs, is subject only to general guidance from the Deputy Minister.
- 4P Prime impact on Bureau as represented by an operating budget of \$12.6 million (constant).
- 700 Low number is consistent with the latitude the position has in delivering a major departmental program and the size of budget.

SUMMARY

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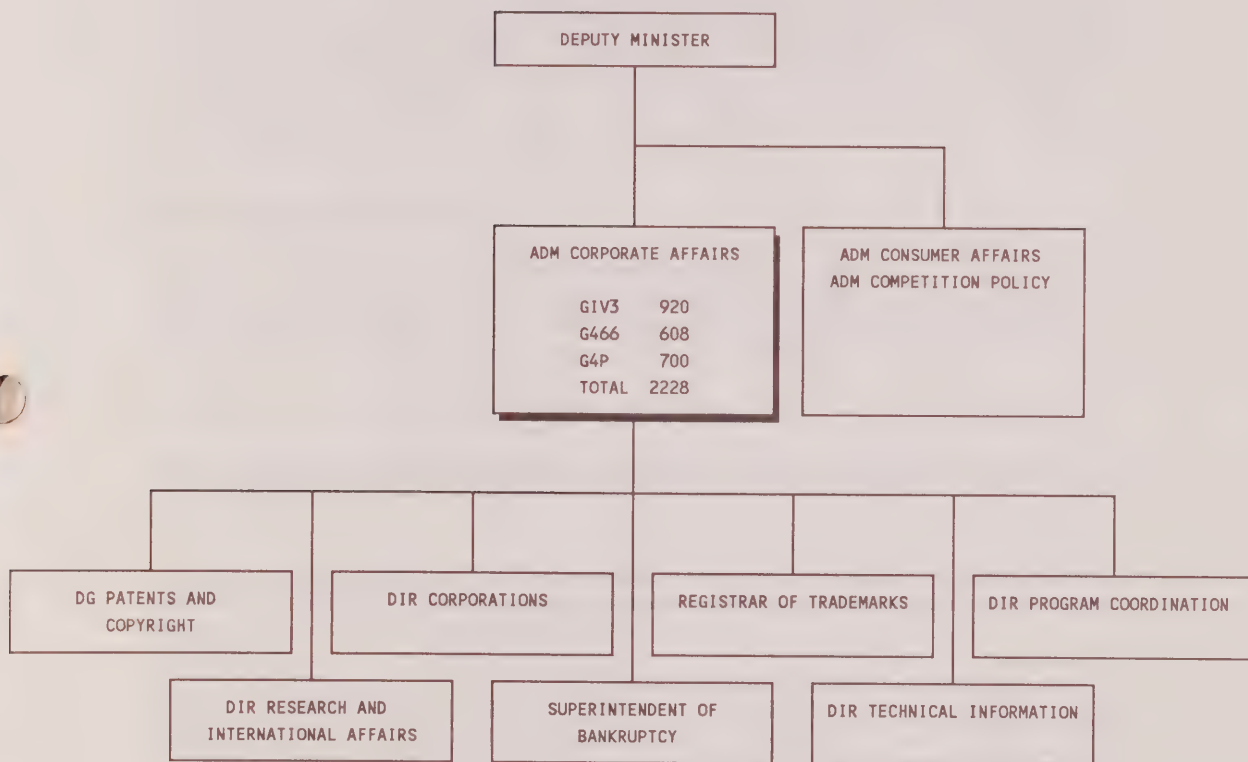
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-9-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-7-A

POSITION: Director General, Occupational Safety and Health (OSH)

GENERAL ACCOUNTABILITY

Is accountable for developing legislation, regulations and regulatory policies/programs for OSH; providing program delivery support; developing statistical information and analysis; negotiating arrangements for program delivery by provincial authorities; promoting uniform OSH standards nationally; representing the Department and federal government nationally and internationally on OSH and injury compensation matters; and developing policy, procedures and legislation pertaining to injury compensation matters.

ORGANIZATION STRUCTURE

This is one of seven positions at the third level reporting to the Assistant Deputy Minister, Operations. The others are: Director, Employment Relations and Conditions of Work; Director General, Fire Prevention, and Fire Commissioner of Canada; Director General, Regional Operations; Chief, Program Services; Chief, Administrative Services; and a Secretary.

Specific functions of the seven positions reporting directly to the Director General are:

Director, Legislative Development and Liaison (Staff of 12) is accountable for developing legislation, regulations and regulatory policies for OSH; and developing and analyzing statistical information.

Director, OSH Programs (Staff of 8) is accountable for developing OSH programs and providing program delivery support; clarifying jurisdictional issues and participating in negotiations for program delivery by provincial/ other federal authorities.

Director, Technical Services (Staff of 18) is accountable for providing technical input to legislation/regulations/policies and technical assistance for participating in standards preparation activities, and providing an information service.

Director, Injury Compensation (Staff of 5) is accountable for developing policy, procedures and legislation in the injury compensation areas.

Medical Consultant is accountable for providing input to legislation/regulations/ policies/procedures; providing assistance in program delivery and conducting studies on regulatory activities.

Chief, Education and Training (Staff of 5) is accountable for developing OSH and injury compensation education and information packages and developing OSH modules for training.

Head, Branch Services (Staff of 4) is accountable for providing administrative support services.

NATURE AND SCOPE

The Branch provides policy and program development, legislative and regulatory drafting, and research to support Part IV of the Canada Labour Code, functional guidance and technical support including laboratory services, for field operations. The Branch is the focal point within the Department and government on OSH programs and their implementation, as well as for matters pertaining to workers injury compensation.

The achievement of this role requires liaison and consultation within the federal government, with private sector organizations and associations, and major union groups, as well as inter-governmental agencies and institutions. The environment is complicated by the need for regulatory reform to respond to pressures from labour and the public for an increasingly safe and healthy work environment, in a cost conscious manner.

Within this complex environment, the Director General is responsible for planning, developing and managing OSH program, developing educational/promotional and training materials, and providing functional guidance and technical assistance on OSH issues, to field safety personnel in six regions and seventeen districts. The Director General provides the Central Agency with statistical data on work injuries in the Public Service and develops national OSH standards through participation on 33 standards-related committees, through standards associations. The Branch provides annual statistical summaries and analyses of work-related fatalities and injuries for all workplaces in Canada. The Director General is the Chairman of the tripartite User's Committee established by the Department to oversee the operation of a Branch computerized OSH information service.

The Director General represents the Department at international conferences, such as International Labour Organization and provides work injury statistics and technical expertise at this, and other international fora.

The Director General also supports the Department's role in federal/provincial relations promoting more uniform OSH standards nationally, to facilitate a reduction in the estimated \$1.5 billion annual compensation costs in Canada.

The Director General is a member of two national standing OSH Committees, and is a member of the Steering Committee on the tripartite federal/provincial project.

The challenges of the position include determining an optimum regulation/deregulation balance; the consolidation within the Department, of all federal OSH activities; the determination of practical solutions to complex problems, where there exists a lack of pertinent research data; and the resolution of conflicts presented by various lobby and special interest groups.

A continuing challenge will be to reduce occupational injury and illness in workplaces subject federal legislation, by promoting internal responsibility, and through consultation with national labour and business organizations, to promote progressive policies in this field. The incumbent must anticipate new OSH hazards due to research and technological change, and take preventive measures to minimize social and economic impacts. Further, the incumbent must clearly understand the political, jurisdictional, social, economic, technical and medical implications of Branch activities, to provide effective direction and advice.

The incumbent is free to commit resources to resolve problems and further departmental program and branch objectives. The program has a direct influence on private sector (federal jurisdiction) and public sector employers and employees, and contributes to the reduction of injury compensation.

DIMENSIONS (Constant Dollars)

| | |
|--------------------------------|-----------|
| Department person-years | 887 |
| Person-Years: | 55 |
| Salaries and Operating Budget: | \$632,500 |

SPECIFIC ACCOUNTABILITIES

- 1 Manages and directs the Branch and its programs, in an efficient and effective manner.
- 2 Analyses complex occupational safety and health issues, and recommends on remedial actions.
- 3 Develops legislation and regulations, and provides timely Cabinet documents required for policy decisions, to reduce occupational safety and health problems.
- 4 Represents the Department in consultations with labour, employer government and business stakeholders, to obtain their views, articulate the Department's position, and to jointly develop new programs.
- 5 Ensures that the need for OSH-related education, technical information, training and promotion in Canada is met.
- 6 Provides effective advice, functional guidance and technical services to six regional and seventeen district offices of the Department.
- 7 Analyses federal workers' injury compensation issues, provides policy assessments, proposals and legislative amendments to facilitate equitable workers' compensation.

EVALUATION RATIONALE

Director General, Occupational Safety and Health

BM: SB-7-A

KNOW-HOW

- G Broad mastery of concepts, principles, techniques and programs in the wide field of occupational safety and health, including such areas as mining and structural engineering, occupational medicine, program evaluation, education and training, OSH legislation and administration.
- III Development and coordination of occupational safety and health measures in both the public and private sectors, to improve the working conditions of all Canadian workers including technical research, jurisdictional clarification, development of standards and legislation, occupational medicine, education and training.
- 3 Effective working relationships with some 33 technical committees, federal agencies, provincial departments and international organizations. Motivates 55 specialists.
- 700 Middle number recognizes that the breadth of professional knowledge required as the Department's and government's authoritative source of knowledge in the occupational safety and health fields represents in specialized mastery.

PROBLEM-SOLVING

- F Thinking under general direction within broad policies and objectives in wide field of technical and engineering research, hygiene, regulatory code development, technical consultation, jurisdictional studies, legislation/standard development, accident prevention, statistical analysis, injury compensation, education and training, occupational medicine and related services
- 4 Work required analytical, evaluative, constructive thinking in developing sound approaches to complex problems in such diverse field of occupational health and safety, as occupational medicine; education and training advice, development of new standards and legislation.
- 57 Higher percentage is consistent with the responsibility for designing OSH policy for government with specific reference to federally-regulated industries.

ACCOUNTABILITY

- F Reports to the Assistant Deputy Minister, Operations who provides general managerial direction. Accountable for promoting improved occupational safety and health for all Canadian workers, including policy and program development.
- 2P Prime responsibility for OHS program as represented by a staff of 55, an operation budget of \$632,500 (Constant).
- 350 Highest figure reflects the inherent freedom to act in managing a broad, national program.

SUMMARY

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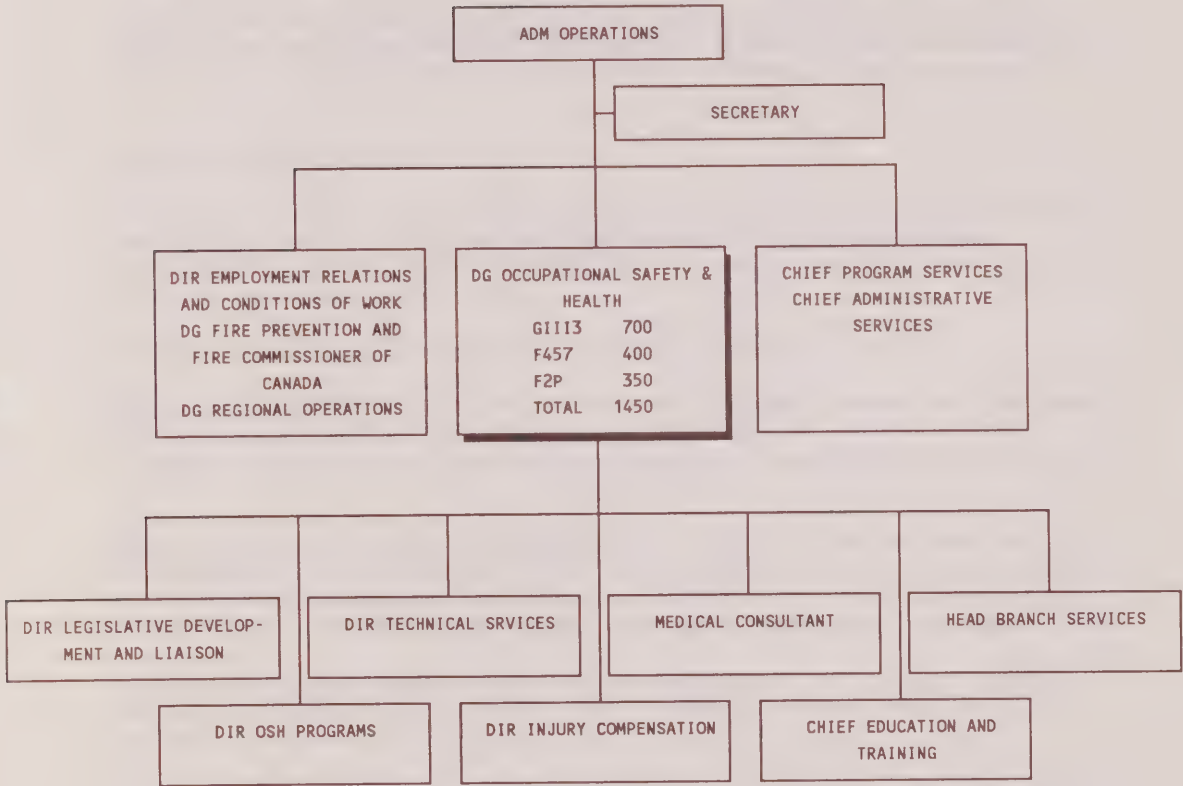
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-7-A



BM: SB-7-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-6-A

POSITION TITLE: Regional Director General, Ontario

GENERAL ACCOUNTABILITY

Is accountable for the advancement of federal telecommunications objectives; developing, promoting, and managing projects related to research, space, culture and telecommunications policy development; efficient and effective management of regional programs in the management of the spectrum, and the provision of telecommunications services to federal departments.

ORGANIZATION STRUCTURE

This is one of nine positions at the third level reporting to the ADM, Spectrum Management and Regional Operations. The others are: Directors General, Engineering Programs; Broadcasting Regulations; Radio Regulatory; Atlantic; Quebec; Central; Pacific; and Director, Policy, Sector Planning and Assessment.

Specific function of the six position reporting directly to the DG, are:

Manager of Operations (staff 80 to 120) is responsible for regional operations in the evaluation and licensing of radio installations; enforcement of radio regulations; resolution of radio interference; spectrum monitoring; and the development of intra-regional policies, standards and procedures.

Regional Manager, Government Telecommunications (staff of 18) directs the design, installation and orderly growth of local networks; provides regional guidance on intercity networks and advisory services to federal government departments and agencies on a cost-recovery basis; and promotes and develops plans for the efficient use of telecommunications in the Region.

Regional Manager, Engineering (staff of 10) directs the evaluation and licensing of broadcast and microwave stations, provides engineering advice and carries out engineering studies in support of all programs in the Region.

Regional Manager, Finance and Administration (staff of 16) exercises the comptroller's function over resources allotted to and revenue collected by the Region; provides administrative support for procurement, northern housing, telecommunications services, inventory control, accommodations management, security, and word and data processing.

Regional Manager, Personnel (staff of 7) directs personnel activities in the Region in classification and organization, human resource planning, recruitment and staffing, development and training, staff relations, pay and benefits, equal opportunity and language programs.

Manager, Program Development and Policy Analysis (staff of 5) manages regional program development and policy analysis; directs Regional Emergency Telecommunications planning; develops and manages departmental research, space, culture and policy development; programs in the Region; maintains cooperative working relationships to promote departmental objectives and programs; provides functional guidance to Districts Managers on field activities related to program development and policy analysis.

NATURE AND SCOPE

The Regional Director General serves a geographic area which may include up to four provinces and up to one northern territory. Services to the public are provided through up to 11 district offices and sub-offices.

The Regional Director General, as the senior federal government official in the sector, must constantly be in a position to appreciate the implementation of events and to influence their outcome. In this role, the RDG acts as a sensor for the need for changes in public policy, and is a contributor to and a sounding board for the policy development process. The numerous relations the RDG maintains with the provincial government, all sectors of the telecommunications industry, various public users, professional organizations and universities, enable him to acquire broad familiarity with the major issues, knowledge of the region's socio-economic makeup and its cultural and political distinctiveness, and to solve policy, licensing and enforcement problems, explain Department policy and programs and reflect client views and plans to headquarters for consideration in policy development.

The Regional Director General is a member of the Sector Management Team and participates with headquarters directors general in the formulation of sector, long range objectives and plans, and provides comments, critical advice and alternatives in the identification and development of policies, plans and procedures.

The major factors that bear on the success of the program and the achievement of expected results are uncertainties of jurisdiction, the necessity of incorporating provincial views in regional decisions, rapid technological change resulting in new devices and reduced costs, changing institutional relationships, new regulations, new services, greater public tendency to ignore regulations, increased public expectations and limited resources.

In the event of a military emergency the Regional Director General develops plans for the direction and deployment of all non-military communications facilities in the Region.

The rapidity of technological and institutional change is particularly difficult for regional staff who are called on to respond to both those who wish to place in service new devices, or new techniques which are not yet permissible or those, such as police departments, who demand application of the letter of the law even though the services they seek to restrict are widely available. The Regional Director General uses persuasion to reach a mutually satisfactory solution.

Common carriers and cable undertakings wish to have little or nothing to do with each other. This leads to conflict on extensions of service and delays in provision of authorized services to the public. The Regional Director General must explain delays and the Departments' position, and attempt to mediate a solution.

The demand for extended services to the rural and remote communities coupled with the availability of new devices such as the earth stations, and the decreased cost of some services, results in many entrepreneurs establishing facilities outside the regulatory framework, resulting in regulatory and enforcement problems at an unprecedented level.

The very rapid growth in the general use of telecommunications in a time of declining resource availability is a major challenge. Growth is reflected in applications for new radio systems requiring new spectrum allocations and incorporating new security and communication techniques and requests for advice and assistance from a public generally unaware of the opportunities and problems created by the new technology.

Decisions affecting the users of the radio spectrum may have wide ramifications. The radio frequency spectrum is a natural resource, in theory open to use by anyone, but in practice limited as to the number of available frequencies. Applicants exert pressure on their political representatives to have a decision revised, in particular if it goes against important monetary interest.

Under present legislation and regulations, the Regional Director General has authority to suspend radio station operations; to initiate prosecution action under the Radio Regulations; to deny issue or re-issue of a licence for cause, and to cancel licenses for non-payment of fees. The position can require licensees to allow inspection of their stations at all reasonable times, and is authorized to have a search warrant raised where illegal use of radio apparatus is suspected. The Region Director General also has authority to issue licenses and enforce regulations. The position recommends approval-in-principle of new microwave systems having national implications, and on applications where an appeal is expected or where a provincial government or carrier is known to be opposed to the recommended course of action.

The incumbent provides the Senior Management Committee with an evaluation of the changes in posture of provincial governments, broadcasters and carriers, toward current policy issues in communications, and of problems created by decisions of provincial regulators, and provides recommendations for departmental positions on initiatives taken by broadcasters and entrepreneurs that are beyond the scope of existing policy. The incumbent also advises Assistant Deputy Ministers on initiatives and opportunities in the Region, with an evaluation of regional projects which are part of their respective programs.

The incumbent has continuing contact with senior management of broadcasters, cable undertakings, common carriers and the major users of radio, where problems related to the planning of facilities are discussed and resolved. The Regional Director General meets with representatives of smaller communities to discuss and explain the opportunities and regulatory problems associated with the extension of broadcast services, and meets with provincial communications departments to explain and determine reactions to new federal initiatives by the Department or regulator. The RDG also serves as departmental representative on standing committees on communications in the Region.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------|-------------|
| Department person-years | 2,449 |
| Number of staff | 180 |
| Annual payroll | \$2 million |

SPECIFIC ACCOUNTABILITIES

- 1 Provides a focal point in the Region for common carriers, broadcasters, the electronic industry, provincial governments and universities, to resolve problems, discuss future plans and indicate need for regulatory or policy revision; and recommends on the formulation of departmental policy, regulations and procedures.
- 2 Initiates and advances the shared use of public telecommunications networks, by conducting technical and socio-economic studies and persuading applicants to use networks.
- 3 Directs the Spectrum Management Program by developing and offering to the public, services in licensing, inspection, interference control, radio monitoring and regulations enforcement.
- 4 Provides advice and assistance to federal government agencies in matters of telecommunications, by managing local and inter-city networks and offering advisory services on a cost-recovery basis.
- 5 Ensures the efficiency and effectiveness of regional operations, by evaluating performance, refining work methods, and redeploying resources as appropriate.
- 6 Develops and maintains emergency communications plans, in cooperation with federal and provincial government officials in the Region.
- 7 Creates, implements and manages special programs in connection with telecommunications development in remote or northern areas, and the development of communications skills in native peoples.

EVALUATION RATIONALE

Regional Director General, Ontario

BM: SB-6-A

KNOW-HOW

- F Thorough knowledge of all communications, arts and culture programs of the Department, to direct their effective and efficient implementation in the Region.
- III Operational management and coordination of national programs in a large Region, with varied objectives including licensing of radio installations, resolution of regulatory problems, managing telecommunications and encouraging research.
- 3 Critical level of human relations skill required to direct and motivate a staff of 180 and to resolve regulatory problems raised by provincial government(s) and the private sector.
- 608 Highest number reflects a high level of expertise in a variety of areas including highly technical ones in order to deliver all departmental programs in a large Region.

PROBLEM-SOLVING

- F Thinking within the national policy framework and departmental objectives, develops regional policies and programs.
- 4 Adaptive thinking is required to resolve regulatory problems, to encourage effective research and opportunities for industrial development within the region.
- (50) Lower percentage is consistent with the guidance available from national policies.

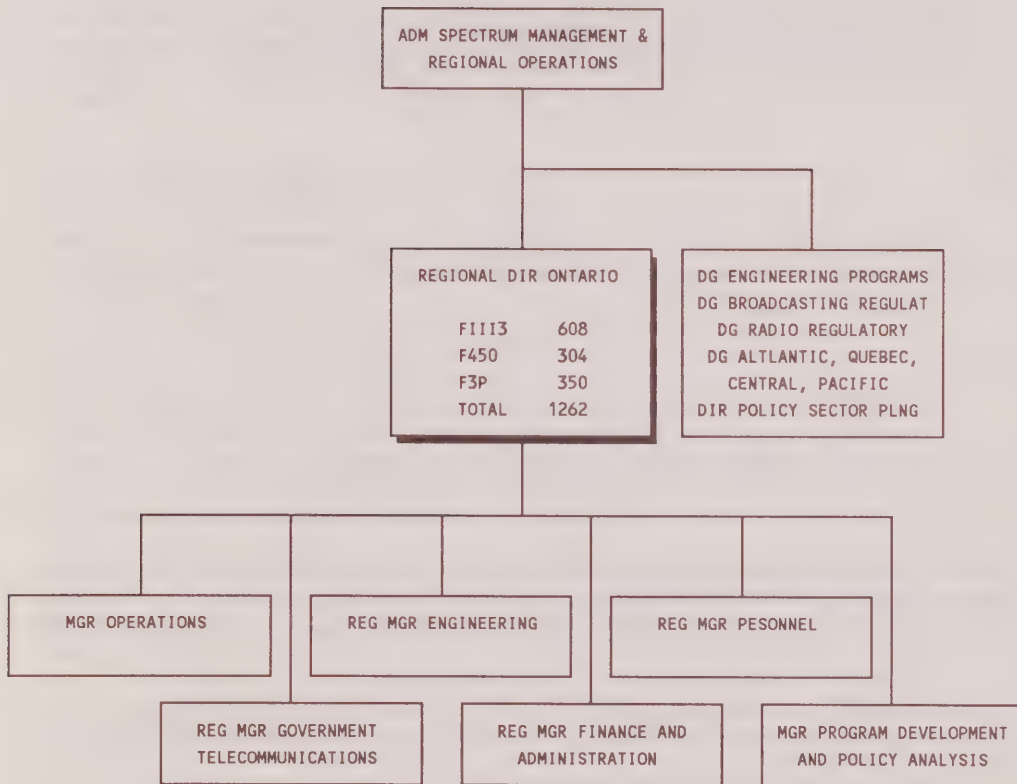
ACCOUNTABILITY

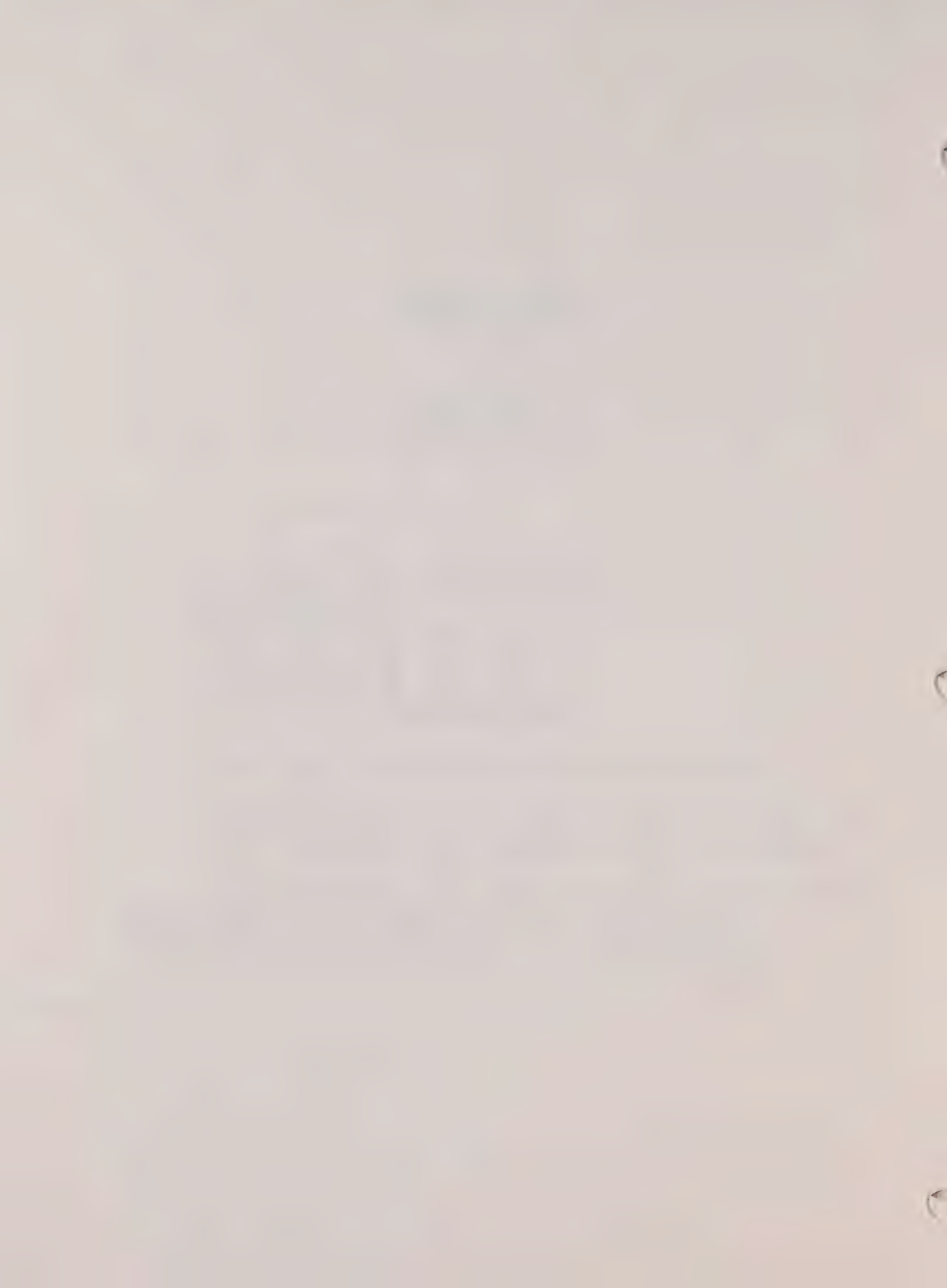
- F Reporting to the Assistant Deputy Minister, is broadly subject to functional policies and goals. Recommends changes to policies as a member of their Headquarters management committee and manages a regional program.
- 3P Primary impact on the regional program reflected by a budget of \$2 million (constant).
- 350 Lowest number reflects the latitude the position has within the Region, advice it provides on policy development and the size of budget.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-6-A





GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-5-A

POSITION TITLE: Regional Director, Capital Region

GENERAL ACCOUNTABILITY

Is accountable for the effective management of programs and resources directed toward the amelioration of occupational safety and health; employment benefits; labour/management relations; and fire prevention, through the administration and delivery of legislative and non-legislative programs, and the development and application of sound operational policies and practices.

ORGANIZATION STRUCTURE

This is one of six positions at the third level reporting the Director General, Regional Operations. The others are: Regional Directors, Atlantic; St. Lawrence; Central; Mountain; and Great Lakes Regions.

Specific functions of the five positions reporting directly to the incumbent, are:

Chief, Operations (staff of 8) is responsible for the planning, control and co-ordination of Labour Affairs Officers engaged in providing services to the public in such matters as Conditions of Work, Employment Standards and Fair Wages, Occupational Safety and Health and other programs, to promote and protect the well-being and rights of workers and to improve the industrial relations climate.

Chief, Fire Prevention (staff of 13) is responsible for providing technical review and inspection, education and training to departments and other enterprises within federal jurisdiction, ensuring federal installations are inspected and employees trained in prevention and evacuation, and investigates fires.

Head, Administrative Services (staff of 4) is responsible for the provision of financial control systems, and supervising the provision of financial, personnel, and other support services.

Technical Advisors (staff of 2) are responsible for the provision of advice in matters of Occupational Safety and Health, Conditions of Work (Standards) and Labour Affairs; providing input to the development of legislation, policy and programs, by participating in standing committees.

NATURE AND SCOPE

The Capital Region includes the National Capital Region and Ontario, from the Quebec border to Kingston and North of the St Lawrence.

There are approximately 3,300 work establishments in the Region within the Department's jurisdiction, to implement and administer the Canada Labour Code, Parts III and IV; the Fair Wages and Hours of Labour Act, the Government Employees Compensation Act and a fire prevention program. This is achieved by such functions as, inspection of workplaces and company pay records; investigation of accidents, complaints and fires; technical survey of work environments, etc.

The functions are performed by Labour Affairs Officers and are aimed at achieving the Department's objective of promoting and protecting the rights of parties involved in the world of work and an equitable access to employment opportunities.

The Regional Director plans, organizes, establishes priorities, and defines the policy within which present programs will be delivered and future workplans developed. The incumbent represents the Department and its programs, through meetings with Deputy Ministers and other senior officials of the provincial government, senior officers in management, unions, and the Public Service.

Through a regional and departmental management information system, the Regional Director monitors the activities and evaluates them for effectiveness and efficient action against criteria included in program plans. The incumbent manages the organization and resources, with efficiency and effectiveness.

The major challenges of this position are the continuing development of new approaches to the administration of legislated programs.

The Regional Director is vested with the authority to judge, permit or direct, compliance with the Canada Labour Code and/or regulations. This includes determining acceptable safety and health precautions, the circumstances in which prosecutions should be undertaken, and whether or not a complete shutdown of an establishment or operation should be ordered. The incumbent has total authority and discretion to make these decisions, balancing the welfare of workers in industry with those of the social and economic well-being of the community.

The Regional Director meets with Heads of Corporation; Senior Officials of the Central Agencies the Administrator of the House of Commons, provincial Deputy Ministers of Labour, and union representatives, to discuss compliance program with respect to the Canada Labour Code.

| <u>DIMENSIONS</u> (Constant Dollars) | <u>PRIMARY</u> | <u>INDIRECT</u> |
|--------------------------------------|-----------------|------------------|
| Department Person-Years | 887 | |
| Number of Staff | 27 | |
| Annual Salary Budget | \$257,817 | \$1.6 Bil |
| Annual Operating Budget | <u>\$41,397</u> | <u>\$0.1 Bil</u> |
| TOTAL | \$299,214 | \$1.6 Bil |

The indirect costs of \$1.6 billion (Constant) are associated with the salaries of employees covered by the regulations, as well as over \$0.1 billion of buildings and equipment, all of which can be indirectly affected by the decisions of the Regional Director.

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes and controls, regional human and financial resources.
- 2 Protects the rights of the parties in the world of work, and promotes a working environment conducive to physical and social well-being.
- 3 Collaborates in the development of cooperative federal-provincial relations in labour affairs, by direct contact with senior officials of provincial labour departments, other departments, Boards and Commissions sharing these interests.
- 4 Implements a program of building plan review for federal property.
- 5 Develops and implements a program of inspection for OSH, including fire prevention, and development of a regional education program.
- 6 Contributes to an understanding through a program of education and promotion, of an acceptance of enforcement responsibilities, by meeting with senior representatives of management and unions.
- 7 Negotiates reasonable costs of services performed by the provincial government and its agencies, or by private contractors, and oversees the monitoring of all such agreements.
- 8 Ensures that the policies and programs developed by the Department are compatible with the capabilities of the Region.
- 9 Represents the Department in the Region to ensure a respected federal presence in labour affairs.

EVALUATION RATIONALE

Regional Director

BM: SB-5-A

KNOW-HOW

- F Thorough knowledge of all aspects of labour-management relations, with particular emphasis on labour standards, occupational health and safety and fire prevention; in-depth knowledge of social conditions within Region, and seasoned experience and sensitivity in dealing with senior levels of governments, Members of Parliament, management groups, and trade unions.
- III Co-ordinates and directs the delivery of Department's programs, other than mediation and conciliation, throughout the Region.
- 3 Directs and motivates a staff of 27 dealing with senior contact levels and maintains many such contacts on personal basis.
- 528 Middle number reflects the expertise required to deliver all the programs of the Department in highly sensitive areas to a fairly homogeneous Region.

PROBLEM-SOLVING

- F Thinking within broadly defined policies in planning, delivery of programs, and achieving departmental objectives.
- 4 Analytical and adaptive thinking necessary in developing and carrying out programs in fields of working conditions, occupational safety and health and fire prevention.
- (50) Lower percentage reflects the guidance available from national policies.

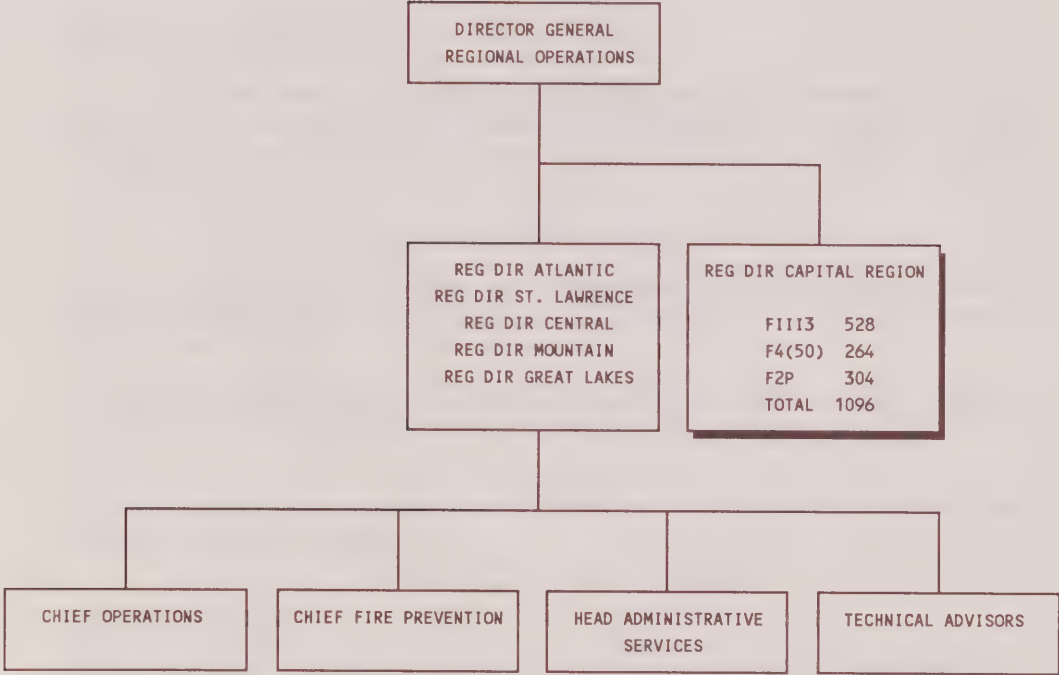
ACCOUNTABILITY

- F Regional Director has total authority and discretion to make decisions balancing the welfare of workers in industry and Public Service with those of social and economic well-being of the community.
- 2P Primary impact on program delivery and results as represented by an operating budget of approximately \$299,214; indirect impact on costs of \$1.6 billion associated with salaries of workers covered by regulations, and \$0.1 billion of buildings and equipment.
- 304 Middle number is consistent with the authority of the position in regulatory matters and the size of the budget.

SUMMARY

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| FIII3 528 | F4(50) 264 | F2P 304 | 1096 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-5-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-46-A

POSITION TITLE: Director, Arbitration Services

GENERAL ACCOUNTABILITY

Is accountable for managing a service to establish, monitor and report on quasi-judicial tribunals constituted to arbitrate and adjudicate labour disputes pursuant to the Canada Labour Code.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the ADM, Mediation and Conciliation Services. The others are: Director General, Mediation and Conciliation; Director, Technical Support and Operational Research; Director, Legislative and Special Projects; and an Executive Assistant.

Specific functions of the four positions reporting to the Director, are:

Senior Arbitration Officers (4) is responsible for investigating and reporting on applications for third party assistance; promoting new techniques and initiatives to resolve disputes; and co-ordinating legal research.

Arbitration Services Officer (1) is responsible for assisting senior officers in the investigation of applications for third party assistance and contributing to the preparation of Branch publications.

The Director directs and supervises officers of Mediation and Conciliation Branch when they are assigned to Arbitration Services.

NATURE AND SCOPE

The Branch has the responsibility, under the Canada Labour Code, for the establishment, monitoring and reporting of tribunals which arbitrate disputes over the application, interpretation or violation of collective labour agreements; adjudication of complaints of alleged "Unjust Dismissal" made by employees who are not subject to collective labour agreements; and the arbitration of Adjustment Programs.

The Branch establishes and provides tribunals, as well as parties to proceedings, with formal initiation, monitoring, reporting and accounting structures and services to achieve the orderly resolution of disputes. The Branch also provides legal information to representatives of the industrial relations community, on legislative initiatives and developments in arbitral jurisprudence.

The Director manages and controls the daily operations of the Branch; intervenes in critical situations to defuse potentially volatile problems; regularly reports to senior management on the status of third party arbitration/adjudication assistance initiatives; and formulates recommendations on referrals of disputes to third parties.

The Director promotes innovative techniques and mechanisms aimed at improving the grievance resolution and arbitration systems and mechanisms in major national industries. The Director establishes recruiting, training and upgrading programs to maintain and enhance the professional competence of Arbitration Officers.

The position is responsible for directing legal research activities channeled into a monthly Branch publication which reports, comments and summarizes jurisprudence emanating from the courts and tribunals. These reports are used by lawyers and tribunals required to cite or rely on legal precedents in the course of the proceedings.

The Director evaluates operational achievements, identifies problems, and recommends changes to legislation, regulations and policies in other jurisdictions, as well as on arbitration developments and activities of employer and employee organizations.

The incumbent liaises frequently with the Office of the Director General, Regional Operations, in the field, to resolve operational problems. Ongoing contacts are also maintained with parallel services, boards or agencies in other Canadian jurisdictions, to discuss issues of common interest. The position requires frequent contacts of an advisory nature with senior representatives of management and trade unions in industries under federal jurisdiction.

DIMENSIONS (Constant Dollars)

| | |
|---------------------------------------|----------|
| Department Person-Years | 887 |
| Number of Subordinate Staff Years: | 7 |
| Operating Budget (Including Salaries) | \$70,025 |

SPECIFIC ACCOUNTABILITIES

- 1 Directs the administration of related provisions of the Canada Labour Code emanating from this legislation, by establishing and monitoring quasi-judicial proceedings, and exercising judgement in selecting the most qualified persons for appointment.
- 2 Directs and co-ordinates the activities of staff, and administers allocated financial resources in an efficient and effective manner.
- 3 Participates in the resolution of critical disputes where strike action over grievances is threatened.
- 4 Facilitates the grievance resolution and arbitration process, by promoting innovative grievance resolution and arbitration mechanisms.

- 5 Directs the development and implementation of a legal research and information program to assist legal practitioners participating in arbitration/adjudication proceedings
- 6 Evaluates internal procedures and practices and recommends on changes to departmental policies, legislation and regulations.

EVALUATION RATIONALE

Director, Arbitration Services

BM: SB-46-A

KNOW-HOW

- F Specialized knowledge of the legal field related to labour arbitration and adjudication sufficient to provide effective direct intervention in critical situations to defuse potentially volatile labour problems and to provide innovative techniques and mechanisms aimed at improving the grievance resolution and arbitration systems and mechanisms in major national industries. Knowledge is also required to advise on recommended changes to legislative, regulatory provisions, orientations and policies in other jurisdictions.
- II Operational and conceptual management of related activities which are relatively similar in nature.
- 3 Critical level due to need to instruct, guide and motivate subordinates.
- 460 Highest number recognizes of near mastery of a specialized field as the federal government expert in arbitration.

PROBLEM-SOLVING

- E Thinking within clearly defined policies on arbitration and adjudication matters. Makes recommendations to change legislative and regulatory provisions and provides legal information to representatives of the industrial relations community.
- 4 Adaptive thinking in analyzing client requests for arbitration and adjusication services, in formulating unique solutions to defuse, volatile labour issues and recommending changes to legislation and regulations.
- (43) Lower percentage is consistent with a position whose activities are guided by a framework of precise policies and regulations.

ACCOUNTABILITY

- E Reporting to the Senior ADM, Mediation & Conciliation Services, is subject to well-defined objectives and is accountable for directing and controlling a service providing for the establishment, monitoring and reporting of quasi-judicial tribunals constituted to arbitrate and adjudicate labour disputes.
- 1P Primary impact on service as represented by an operating budget of \$70,000 (Constant).
- 175 Highest number is consistent with degree of latitude in delivering a single program of the Department nationally and the size of budget.

SUMMARY

FII3 460

E4(43) 200

E1P 175

835

P1

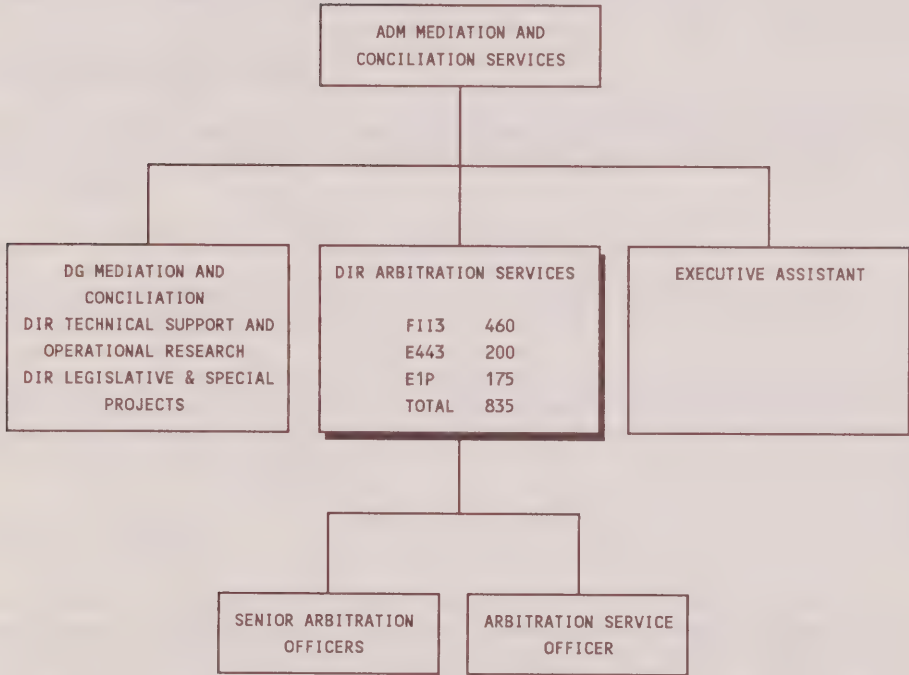
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-46-A



BM: SB-46-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: SB-46-B

POSITION TITLE: Director, Tourism

GENERAL ACCOUNTABILITY

Is accountable for the proper and effective administration of the Department's various incentive programs in the Province of Ontario, in accordance with the terms and objectives of the legislation and departmental policy as they apply to the tourism sector.

ORGANIZATION STRUCTURE

This is one of four positions at the fourth level reporting to the Director General, Capital and Industrial Goods. The others are: Directors, Electronics; Energy and Transportation Division; and Machinery.

Specific function of the five positions reporting directly to the Director, are:

Senior Incentives Officers (2) assigned the larger and more difficult cases, and to some degree, supervise activities of the other officers.

Incentives Officers (3) analyze and evaluate applications for incentive support under the various departmental programs from concerns in the tourism sector, in the Capital and Industrial Goods Branch, and recommend appropriate courses of action concerning the provision of grants or other forms of incentive assistance.

NATURE AND SCOPE

The Department is a decentralized agency responsible for fostering regional economic development in Canada, through a broad range of initiatives involving both federal and provincial governments, private industry and other private and/or public organizations. Provincial offices are headed by Executive Directors who report to the Associate Deputy Minister, and are responsible for effective program development and implementation within the province to meet departmental objectives of regional economic development.

The Director must function in an environment of effectively administering very active discretionary, politically sensitive, direct delivery incentives programs, to a broad range of commercial concerns in the tourism sector in a constantly changing economic environment. The work requires a mix of managerial and administrative skills as well as professional and specialized expertise to carry out such functions as project viability, evaluation, and program administration in accordance with the governing legislation and departmental policies and objectives. Applicants range in size from the small, unsophisticated local entrepreneurs to the large multi-national organizations.

The Director plans, directs and coordinates the work of staff, reviews evaluation and payment recommendations, approves recommendations within delegated authority, and makes recommendations on case dispositions to the appropriate senior management level for those beyond his or her authority. A primary objective is to respond to applications in a timely and responsible manner, to enable the applicant to make business decisions concerning the project with a minimum of delay. Major aspects to be addressed through proper documentation and consultation, includes viability of the project; economic benefit to the Region and industry sectors; demonstrated need for assistance in order for the project to be undertaken; level of assistance, if any, to be provided, and the rationale to support the recommendation.

The position must also deal with a wide variety of situations that arise during the control periods applying to different programs after an assisted project gets underway. During this period, substantial changes often occur in terms of ownership, type of business activity, financial condition, disposal of assets, level of employment, and other issues which can result in violations or non-compliance with the terms and conditions of the agreement. In devising an appropriate course of action such as re-evaluating the project, restructuring or withdrawing the agreement, the limitations of the legislation must be considered as well as the Department's desire to preserve the project and the jobs created, and to enhance the credibility and public confidence in the program.

The nature of the incentives programs requires constant contact with other federal and provincial departments and agencies, as well as the financial and business communities, in order to keep abreast of the general economic climate and specific industry situations as they may affect industrial development in the province.

Communications also concern specific projects under evaluation and generally relate to areas of viability and economic benefit including financing, marketing, manpower availability, supply sources and existing capacity in the industry. Other federal departments are frequently consulted as well as the appropriate provincial government departments. The discretionary nature of departmental decisions gives rise to a variety of sensitive situations with applicants, applicant's competitors, politicians, the media, other federal provincial government departments and agencies, and others which must be dealt with by the incumbent to promote understanding of the departmental position and the objectives of the program.

The Director's responsibilities include monitoring the programs directly delivered in the Province. The incumbent ensures compliance with the terms and conditions of contracts and agreements entered into, under the various directly delivered programs in the Province, and with relevant legislation and departmental objectives. The position controls and administers case load; develops and maintains relationships with provincial government officials, municipalities and industry, to ensure that contracts are administered in a cooperative climate consistent with departmental guidelines and objectives; cooperates with functional program heads in the Department to ensure compliance by recipients, of assistance with the conditions of contracts that are within their areas of responsibility; and contributes to the maintenance of a management information system on the program activities of the Branch. Because of the scale of activities and expenditure levels, this position has substantial responsibilities for financial control within the Division.

Responsibilities also include co-ordinating and monitoring programs impacting on the Ontario Region delivered directly by other departments and agencies. The Director ensures that Ontario suppliers are aware of promotional opportunities and that their involvement is co-ordinated with marketing activities which serve to open/expand markets for Ontario production and services.

DIMENSIONS (Constant Dollars)

| | |
|---------------------------------|-------------|
| Department person-years | 2,260 |
| Number of staff | 6 |
| Annual O&M (including salaries) | \$83,102 |
| Branch Operating Budget | \$3,878,116 |

SPECIFIC ACCOUNTABILITIES

- 1 Responds to incentive applications and marketing initiatives in a timely and responsible manner, to effect efficient and stable growth to the assigned sector with the least impact upon federal funding.
- 2 Establishes and maintains definite standards of professional competence for officers, in carrying out project evaluation and case administration functions; monitors and reviews officers' recommendations to ensure compliance with program legislation, departmental policy and objectives.
- 3 Analyzes, assesses and refers, with a recommended course of action, cases of a controversial or sensitive nature, and projects exceeding delegated authority, to the Director General.
- 4 Directs and participates in industrial development and promotion activities related to the objectives and administration of the incentives programs, and participates in other industrial development related activities in which the Department is playing an active role.
- 5 Advises the Director General of the economic climate and specific industry situations, as they may affect industrial development to industry sectors within the Province, by an on-going consultative and information flow process with various federal and provincial departments and agencies, and the business and financial communities, and bringing this to bear on recommendations made under the incentives programs.
- 6 Provides leadership and actively participates in a continual assessment of the efficiency of administration and effectiveness of the programs, so that field exposure and input is recognized and effective uniform application of the incentives programs is achieved.
- 7 Provides program information services pertaining to all departmental programs delivered directly by the Division.
- 8 Controls and ensures the effective administration of resources and contracts with recipients of assistance under programs that are delivered directly by the Department in the Province.

EVALUATION RATIONALE

Director, Tourism

BM: SB-46-B

KNOW-HOW

- F The work requires specialized knowledge of the assigned sector (Tourism) to effectively deliver and administer incentive programs, conduct project evaluations, review payment recommendations and respond to assistance applications in a timely and responsible manner. There is an ongoing need to keep abreast of the general economic climate and specific situations as they have direct impact on the development of Tourism in the province.
- II The work requires operational coordination of the delivery of the tourism program in the Region, ensuring contractual terms and conditions are complied with or amended to reflect changed circumstances, maintaining effective working relationships with provincial officials and colleagues and contributing to the management information system designed to control program activity.
- 3 Critical human relations skills are required in motivating staff.
- 460 High number recognizes the fact that the objectives of the program are somewhat related and represent a single program delivered in conjunction with a province.

PROBLEM-SOLVING

- E Thinking within defined policies and objectives, however, there is the requirement to continually monitor, evaluate and recommend revisions to programs and operational procedures to increase the overall effectiveness of the departmental activities.
- 4 The resolution of program delivery problems and the provision of recommendations on programs requires adaptive thinking.
- (43) Lower percentage is consistent with the analysis required to recommend assistance in a single commercial sector.

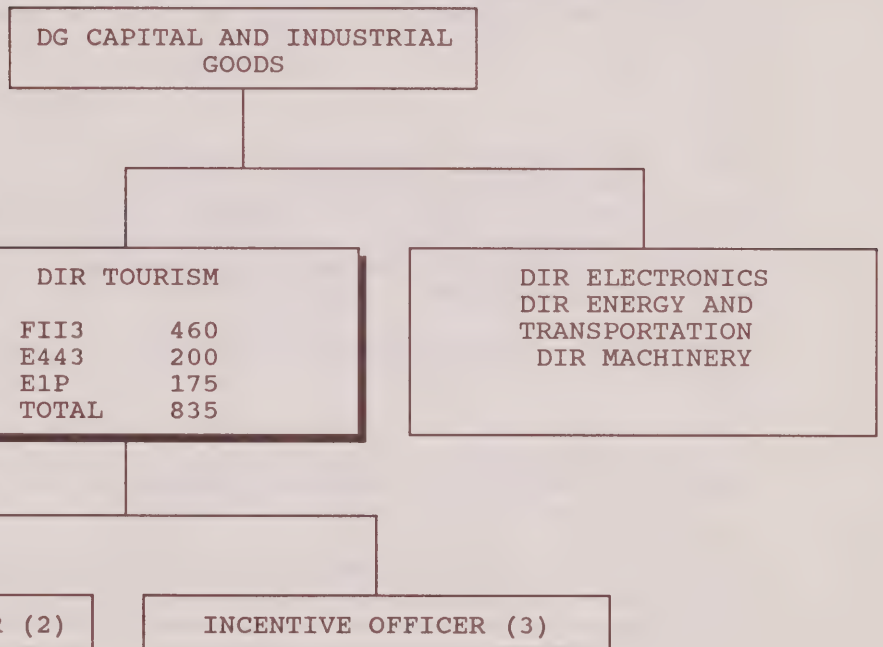
ACCOUNTABILITY

- E Direction is provided by the Director General and the objectives are reasonably well defined.
- 1P Primary impact on regional tourism program delivery as represented by an O&M budget of \$83,102 (Constant) and program budget of \$3.8 Mil (Constant).
- 175 High number reflects responsibility for the delivery of tourist development and assistance programs with a well defined context.

SUMMARY

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| FII3 460 | E4(43) 200 | E1P 175 | 835 | P1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: SB-46-B



BM: SB-46-B

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-10-A

POSITION TITLE: Assistant Deputy Minister Marine/Commissioner,
Canadian Coast Guard (CCG)

GENERAL ACCOUNTABILITY

The ADM Marine/Commissioner of the CCG is responsible for the development, provision, direction and operation of a safe and efficient Canadian marine transportation system that contributes to the national and international achievement of government marine objectives.

ORGANIZATION STRUCTURE

This is one of thirteen positions at the second level reporting to the Deputy Minister. The others are: Assistant Deputy Minister, Aviation; Assistant Deputy Minister, Policy Coordination; Assistant Deputy Minister, Surface; Assistant Deputy Minister Finance; Assistant Deputy Minister Personnel; Assistant Deputy Minister, Airports Group; Director General, Public Affairs; Director General, Review; Director General, Security and Emergency Planning; the General Counsel; the Inspector General, Transportation Safety; and the Executive Assistant.

Reporting directly to the Assistant Deputy Minister Marine/Commissioner CCG are fifteen positions as follows:

Deputy Commissioner, Canadian Coast Guard (Staff of 555) is the Senior Executive of ADM Marine and represents the group at the transport Program Control Board (PCB); provides direction to the Coast Guard in its regulatory, operational and research activities in order to promote the safe and expeditious movement of marine traffic through Canadian waters.

Director General, Ship Safety (Staff of 128) is accountable for the development, promulgation and enforcement of policy, regulations and standards made pursuant to the Canada Shipping Act and the Arctic Waters Pollution Prevention Act and other relevant statutes pertinent to ship safety.

Director General, Fleet Systems (Staff of 414) is accountable for directing and coordinating the provision of a fleet operational mission capability to enable line authorities to carry out their approved operational role.

Director General, Aids and Waterways (Staff of 85) is accountable for the development and implementation of national policies, levels of service and operating standards for aids to navigation; for the provision of all aids to marine navigation; and for the conduct of research and development activities in support of marine navigation systems.

Director General, Telecommunications and Electronics (Staff of 59) is accountable for the research, design, development, acquisition and provision of all telecommunications and electronic systems and services and for the development, promulgation and enforcement of regulations for installation, technical characteristics and performance standards for electronic equipment carried by ships.

Director, Search and Rescue (Staff of 36) is accountable for the management of the Marine component of the federal search and rescue program; including the provision of coast guard search and rescue facilities and services.

Director, Coast Guard Northern (Staff of 20) is accountable for the development and implementation of a Coast Guard Northern Region in the Arctic.

Director General, Harbour and Ports (Staff of 31) is accountable for ensuring that the federal government's responsibilities for public harbour, port facilities and commission harbour are carried out in accordance with government policies and regulations.

Director, Resource Management (Staff of 28) is accountable for the effective and efficient resource management programs of the marine group of the Department.

Director, Executive Services (Staff of 26) is accountable, through the provision of executive support services, for effectively and efficiently responding to major internal and external issues affecting more than one branch of the marine group.

Regional Directors General The five regional Directors General are directly accountable for the direction, management and administration of the Regional programs and projects concerned with the protection of human life, the environment and expeditious passage and operation of commercial vessels, fishing vessels, and pleasure craft of all flags using waters over which Canada claims jurisdiction.

Person-Years:

Newfoundland 849, Maritimes 1589, Laurentian 1138, Central 755, and Western 1036.

NATURE AND SCOPE

The ADM Marine/Commissioner of the Canadian Coast Guard is the principal Marine focal point responsible for providing advice and assistance to the Deputy and the Minister of Transport, the Minister of State, Transport, legislative committees of the House of Commons, other government departments and central agency officials on marine matters both in Canada and abroad. This includes major operational program safety and regulatory matters, changes and amendments to legislation such as the Canada Shipping Act, the Arctic Shipping Pollution Prevention Act and the Navigable Waters Protection Act in order to ensure the proper enforcement of the marine regulatory system.

The ADM Marine/Commissioner-CCG organization consists of the Canadian Coast Guard, over 300 Harbour and Ports, four Pilotage Authorities, Canarctic Shipping and the nine Commission harbours.

The Marine/Coast Guard (CG) operation is in support of the marine industry which require the services of a variety of professional, technical, managerial and support employees in five decentralized regions, with a total of eighteen (18) bases and sub-bases geographically located across Canada.

The Marine/Coast Guard provides services to an important segment of Canadian industry. The chief role of the Coast Guard is to support waterborne commerce by providing way facilities (aids, channels, ice breaking, traffic routing, etc.) and other services which promote the safe and efficient movement of marine traffic. Coast Guard has sole responsibility for the construction, operation and maintenance of lighthouses and other audio, visual and electronic floating and fixed aids to marine navigation including vessel traffic services systems. The Coast Guard fleet which provides in addition to aids to navigation support ice breaking, Search and Rescue, Arctic sea lift, science and sovereignty support consist of some 300 units ranging from lifesaving boats to icebreakers.

The ADM Marine/Commission is responsible for ensuring the effective administration of marine safety legislation, including the Canada Shipping Act, the Arctic Waters Pollution Prevention Act, the Navigable Waters Protection Act, in order to ensure the safety of ship operations in Canada.

The ADM Marine/Commissioner CCG provides Canadian representation at meetings of international organizations such as the (IALS/AISM - International Association of Lighthouse Authorities) and the IMO, the International Maritime Organization which is a specialized agency of the United Nations.

The ADM Marine/Commissioner CCG, on behalf of the federal government, is chairperson of Canarctic Shipping Company which operates a 28,000 ton bulk carrier, the M.V. Arctic, whose primary task is to further the development of Canadian expertise in cargo-ship/icebreaker technology in order to demonstrate the feasibility of an extended Arctic navigation season.

The ADM/Commissioner CCG has marine authority and accountability to provide advice within the departmental management and executive committees. In this capacity, the incumbent participates in the review and assessment of departmental/corporate plans and programs, including the financial requirements related to the marine corporations of Transport Canada i.e. Ports Canada, Seaway, and promotes and maintains a constructive interface with representatives of the marine corporations of the Department.

The ADM Marine/Commissioner is the Department's representative to the marine world nationally and internationally. The incumbent explains, negotiates, consults on and defends marine legislation proposals, policies and proposed changes thereto. The principal client groups are national and provincial associations of shippers, marine carriers and owners, employee groups, waterway users, port users, fishing industry, boating safety, coastal shipping and inland waterway groups. Additional groups are environmentalists, shipbuilders, pleasure boat associations, native and northern groups and shore property owners. Internationally, in addition to IMO, major interfaces are with the U.S. Coast Guard, U.S. pilotage groups, Great Lakes groups and mirror groups of shippers and shipowners.

The ADM Marine/Commissioner CCG is typically responsible for three to four task forces dealing with departmental or interdepartmental issues e.g. senior review board on Polar 8, departmental responses to Ocean Ranger Royal Commission, CCG/COGLA offshore regulatory responsibility, Coast Guard potential coastal Security role.

DIMENSIONS (Constant Dollars)

Person-years

| | |
|---------------|--------|
| Departmental: | 21,000 |
| Subordinate: | 6,754 |

Annual Operating Budget
(including salaries)

\$121 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in the development, provision and operation of all elements of the national marine transportation system.
- 2 Ensures the efficient operation of the specific marine facilities and services that are essential to the national transportation system and that are within the federal government's jurisdiction.
- 3 Ensures that the legislative and regulatory systems are in place to provide for the development, administration and enforcement of an adequate level of safety within the national marine transportation system.
- 4 Ensures the maintenance of efficient and economical marine way and terminal facilities, marine traffic management and pilotage services through the activities of the Canadian Coast Guard, harbour commissions, CANARTIC and the Pilotage Authorities.

EVALUATION RATIONALE

Assistant Deputy Minister-Marine/
Commissioner, Canadian Coast Guard (CCG)

BM: TA-10-A

KNOW-HOW

- G Broad knowledge of legislation, policy and programs affecting the marine transportation sector at national and international levels.
- IV Coordination of a major program of the department including policy formulation and operations. Reports administratively for 4 pilotage authorities, Canarctic, St. Lawrence Seaway, harbour commissions and the Canada ports.
- 3 Manages and coordinates a highly technical operation of marine transportation program which is carried out by a large departmental staff critical level of human relations skills is required to maintain relationship with employees, representation or private industry, other levels of government and through committees with representatives from other countries.
- 1056 High number reflects the expertise required to manage a highly technical national operational program.

PROBLEM-SOLVING

- G Thinking within general government policies. Policy & Program development relates to standards and regulations governing the provision of Marine sources and construction of facilities throughout Canada. Very tough decisions in area of managing operational requirements.
- 4 Analytical and constructive thinking is required in devising program for the present and future uses of Canadian waters.
- (66) High percentage reflects the combined roles of policy developer and service delivery manager for a highly technical national program.

ACCOUNTABILITY

- G Reporting to the Deputy Minister, acts, subject to very broad guidance, to provide leadership in the national and international marine transportation sector.
- 5P Primary impact on Branch as represented by O&M budget of \$121 million (Constant) and direct influence over 6754 person-years.
- 920 Low number reflects the latitude of the position in managing a significant departmental program and a low budgetary factor.

SUMMARY

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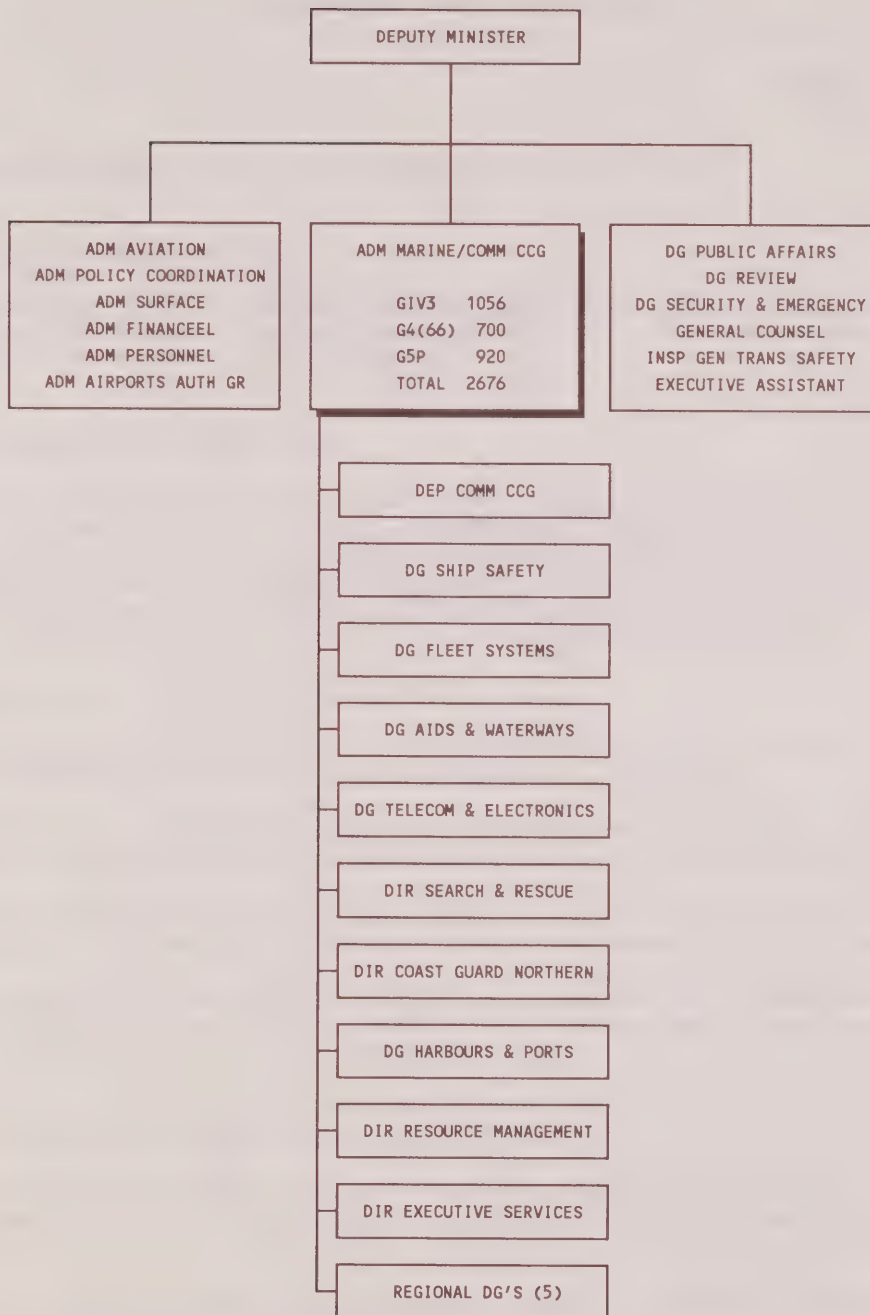
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-10-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-9-A

POSITION TITLE: Assistant Deputy Minister, Medical Services Branch

GENERAL ACCOUNTABILITY

Is accountable for policy development, planning, organizing, implementing, directing and evaluating all Branch activities, most prominently the provision of direct and indirect health care services to a wide variety of specific clientele.

ORGANIZATIONAL STRUCTURE

This is one of fifteen positions at the second level reporting to the Deputy Minister. The other fourteen are: ADM's of Health Protection; Health Services and Promotion; Income Security; Social Services; International and Intergovernmental Affairs; Policy, Communications and Information; Corporate Management; Fitness and Amateur Sport; Director General, Personnel; Principal Nursing Officer; Senior Advisor, Status of Women; Director, National Advisory Council on Aging; Director, National Council on Welfare; and an Executive Assistant.

Reporting directly to the ADM are 17 positions:

Director General, Indian & Northern Health Services (Staff of 47) directs and controls a comprehensive Indian and Northern health care program and infrastructure.

Director General, Public Service Health (Staff of 350) coordinates and manages occupational and environmental health services to public servants and to Indian and Inuit communities.

Director General Health Advisory Services (Staff of 112) directs policy development as well as coordinates and manages a specific group of health services for which the Branch is responsible.

Director General, Program Transfer and Policy Development (Staff of 25) develops and implements policies and operational procedures for the transfer of federal health services to authorized Indian groups or to the territorial governments.

Nine Regional Directors (Staff of 2127) manage the delivery of direct health services to Indian, Inuit and Northern residents in specific areas of Canada.

Director, Planning & Review (Staff of 17) implements planning processes throughout the Branch and coordinates Branch management information systems, external audits and program review.

Executive Director, Branch Secretariat (Staff of 30) manages the ADM's office as well as directs and controls a number of specific functions.

Management Advisor (Staff of 2) directs the conduct of special management studies, reviews and projects.

Executive Assistant performs varied administrative and research functions.

NATURE AND SCOPE

All activities and programs are related to the health field. Most activities carried out by the Branch are not directly related to those conducted in other branches of the Department. The few restrictions on the incumbent's authority to act, are those imposed by such Central Agencies as Treasury Board and the Public Service Commission. The major Branch activities are the direct and indirect provision of treatment and preventive health programs to Indian people living in remote areas and on reserves, as well as to Inuit and residents of the Yukon and Northwest Territories. There is no specific legislative base for these programs. Existing departmental policy must be sufficiently flexible to accommodate the Indian position regarding their rights to health care. There is a strong emphasis on preventive health programs and, therefore, a need to communicate with and motivate Indian people in this area. Regarding the arrangement of health services provided by other agencies, negotiations are carried out with university medical faculties to arrange contracts for services, as well as with provincial health departments for reciprocal program arrangements. The Branch also provides a number of medical and clinical services affecting the health and well being of the Public Service.

The incumbent is responsible for the integration of activities to provide a cohesive operation with adequate flexibility to meet changing problems and workload demands, and is required to optimize competing or conflicting goals or objectives of various operations and to maintain an adequate balance to reflect departmental and Government priorities. The ADM also represents the Department on policy issues, as well as major operational problems and issues, many of which have strong political or professional and scientific overtones.

The Branch is required to enhance and give visibility to the Public Service occupational health program. The ADM has, therefore, the ultimate responsibility for the provision of a highly professional program, which includes counselling and referral services, professional development, occupational health clinics, workplace hazard inspection and monitoring, and information and education services. An international flavour is added to the problems arising from the overall program when it is recognized that the clinics operated by the Branch are responsible for preposting, cross-posting and post-posting, medical examinations of federal employees and their families serving abroad.

Under its civil aviation medicine mandate, the Branch provides medical advice to Transport Canada on the physical fitness of aviation groups. It is also the responsibility of the Branch, to provide medical investigative and laboratory support related to aircraft accident investigation.

In immigration medicine, the Branch provides medical opinions to the Department of External Affairs on the health status of prospective immigrants to Canada, as well as long term visitors. In quarantine, the ADM is responsible for the administration of the Quarantine Act. Regulations are also enforced involving interprovincial and international transportation, potable water, and regulatory matters affecting Federal establishments across the country.

Emergency Services, which encompasses both Health and Welfare aspects of relief, maintains stockpiles of equipment in communities, and provides expertise to Provinces in the preparation of disaster plans. Training programs, in areas such as first-aid, are also coordinated on an on-going basis.

In accordance with present government policy, great emphasis is placed on developing self-reliance and responsibility by individual Indians and Indian communities. This requires ongoing, complex and difficult negotiations with Indian people. It is the announced objective of the Government to transfer, to the extent possible, responsibility for administration and actual delivery of health services to individual bands, tribal councils or other authorized bodies. Much of the managerial acumen of the ADM is directed to this end.

In the North, the Branch functions as the health department for each of the territorial governments. Both territories are now interested in taking over total responsibility for their health services. Meeting this objective requires continuing negotiations, much of which require the ADM's personal involvement.

The ADM is chairperson of a senior management committee which reviews, discusses and decides plans, policies and other major issues. In addition, there is a Branch executive committees, which the incumbent also chairs. The ADM sits as a member of the Deputy Minister's senior management committee, in which there is frequently, consultation on matters related specifically to the Branch, but which may have a strong impact on other areas of the Department.

Medical Services Branch has an involvement with eight complex Acts and Regulations.

DIMENSIONS (Constant Dollars)

| | |
|--|--------------|
| Department P/Ys | 9,000 |
| Subordinate P/Ys | 2,710 |
| Operating Budget (including salaries) | \$51,102,046 |

SPECIFIC ACCOUNTABILITIES

- 1 Establishes and maintains the delivery of effective and economical health programs to Branch clients.
- 2 Establishes and maintains appropriate systems and procedures to ensure the effective management of resources.
- 3 Directs the implementation, evaluation and improvement of policies, standards and procedures to cover a disparate group of Branch activities.

- 4 Ensures the provision of viable communications linkages with other Government departments and Central Agencies, other levels of government within and outside Canada, client groups and all appropriate professional and educational groups.
- 5 Develops and monitors a timely and effective mechanism to ensure the attainment of approved Government policies with respect to the transfer of responsibility for health delivery to such non-federal government groups as Indian bands or tribal councils.

EVALUATION RATIONALE

ADM, Medical Services Branch

BM: TA-9-A

KNOW-HOW

- G Broad knowledge of public health principles and practices required to deliver a wide range of programs affecting Indians, Inuits, professionals in a variety of contexts, and the Canadian public, with respect to emergency situations.
- IV Conceptual coordination and operational management of various diverse and competing programs and related activities within Department.
- 3 Critical level in directing and motivating subordinate staff; in interacting with other government officials at provincial and territorial as well as federal levels; in dealing with Indian groups and representatives on highly delicate and critical matters.
- 920 Middle number reflects the broad knowledge of a specialized field required to coordinate the delivery of national programs.

PROBLEM-SOLVING

- G Thinking within generally defined policies on medical and health care and services provided under variety of diverse programs and circumstances.
- 4 Adaptive thinking challenges in devising, developing and implementing policies and programs for long term and anticipated medical and health concerns, as well as for emergency and short term situations affecting medical safety.
- (66) Higher percentage reflecting pull toward creative thinking challenges.

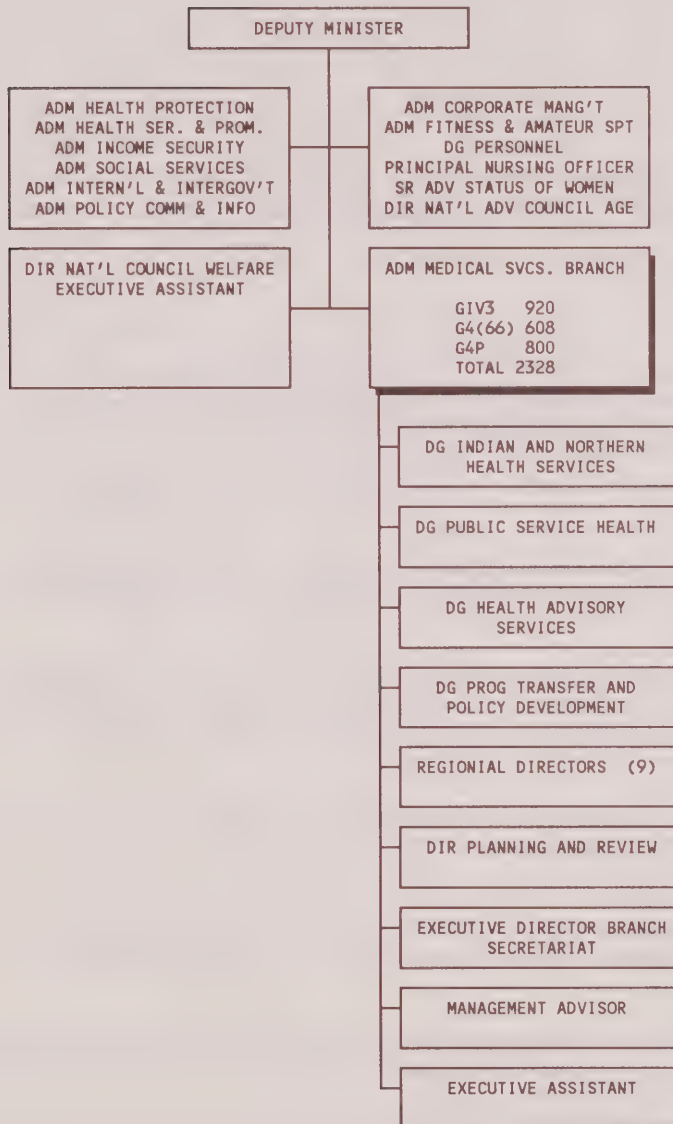
ACCOUNTABILITY

- G Subject to general guidance of deputy minister in provisions of direct and indirect health care services to a wide variety of specific clientele, including other federal government departments.
- 4P Primary impact on Branch as represented by salary, operating, and grants budget of \$51 Mil (Constant).
- 800 Middle number reflecting budgetary magnitude; minimal limitation on freedom to act in provision of service through national Health care program.

SUMMARY

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| GIV3 | 920 | G4(66) | 608 | G4P | 800 | 2328 | A2 |
|------|-----|--------|-----|-----|-----|------|----|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-9-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-5-A

POSITION TITLE: Director, Tax Interpretations

GENERAL ACCOUNTABILITY

Is accountable for the development of interpretation policies and for the provision of advice, direction and decisions to taxpayers and the excise field organization on the interpretation and application of excise law.

ORGANIZATION STRUCTURE

This is one of five positions at the fourth level reporting to the Director General, Excise Operations. The others are: Director, Audit and Compliance; Director, Gasoline Tax Operations and Refunds; Director, Technical Support; and Director, Special Operations.

In turn, six Excise Headquarters operations positions report directly to the Director, Tax Interpretations. These positions are:

Chief, Interpretations Casework (staff of 7) directs the provision of tax interpretations to taxpayers and the general public and the resolution of tax interpretation problems referred by regions.

Chief, National Uniformity (staff of 6) directs the review and monitoring of tax interpretations, publications and other tax information issued by Excise Branch as well as the review and monitoring of the application of sales and excise taxes by Customs to goods imported into Canada.

Chief, Ministerial Unit (staff of 3) directs the preparation of correspondence for the signature of the Minister and the preparation of aide-memoires, memoranda and issue sheets to apprise the Minister of current issues.

Chief, Fair Price and Value Surveys (staff of 2) directs the identification, planning, development and completion of nation-wide surveys of industries to establish values for computing sales and excise taxes.

Chief, Field Officer Development (staff of 2) develops training initiatives and programs related to tax interpretations for both tax interpretations officers and auditors.

Chief, Licensing (staff of 2) develops and implements programs, systems standards and procedures relating to identifying, investigating and licensing persons as taxpayers under the Excise Tax Act.

NATURE AND SCOPE

The Director of Tax Interpretations is responsible for the interpretation of the Excise and Excise Tax Acts as administered by the Excise Branch in a decentralized organization of 10 regional and 27 district offices. The Tax Interpretations Field organization consists of 10 regional chiefs and 108 technical interpretations officers under the functional direction of the Director of Tax Interpretations who provides tax interpretations to 55,000 licensed taxpayers and over 700,000 claimants for refund of taxes and duties and to the general public.

The Director is also responsible for the identification, investigation and licensing of persons liable for tax under the Excise Tax Act.

The work requires a mix of managerial and administrative skills as well as professional and highly specialized technical expertise to carry out the function in such areas as:

- the determination of value for tax of goods manufactured or produced in Canada where that value is difficult to determine because there is no sale price as stipulated by the legislation or where to invoke sale price would cause tax inequities;
- the classification of goods as to whether they are taxable or exempt and to the rate of tax applicable within the provisions of the Excise and Excise Tax Acts;
- the identification, investigation and licensing of persons who are manufacturing or producing goods in Canada on which the sales or excise taxes would apply, of persons who qualify under the legislation as licensed wholesalers who may carry tax free inventories and of persons who may be licensed as bulk purchasers of gasoline free of excise tax.

The Director of Tax Interpretations directs the Chief of Interpretations Casework to prepare the appropriate responses to resolve the tax interpretation problems as presented by taxpayers and referred by regions.

The Director decides on the appropriate monitoring procedures and steps to be taken concerning the review of Tax Interpretations' function at headquarters and in the field, instructing the Chief of National Uniformity as to objectives and methods best employed to ensure the correctness and the appropriateness of information and the interpretations provided to taxpayers and the general public. This work also includes the monitoring of the application of sales and excise taxes to importations as administered by the Customs Division of Customs and Excise.

The Director develops the appropriate interpretation policies and procedures for the advice and direction of the Excise Branch in dealing with taxpayers and providing them with the appropriate interpretation of the Excise Tax Act.

The Director provides advice to senior Excise management on matters pertaining to tax interpretations including evaluation of operations, achievements and problems encountered both at headquarters and in regional offices and interprets the progress made toward goals established. The Director instructs the Chief of Ministerials in the appropriate manner of preparation of correspondence for the signature of the Minister of National Revenue concerning excise matters directed to him by tax-payers and the general public and is responsible for the correctness of the tax information and interpretations provided.

The Director is responsible for advising the Director General, Excise Operations who in turn directs the regional directors on the effectiveness of their information and tax interpretations and licensing programs and provides them with analysis and evaluation of their work. The incumbent is responsible for identifying national workloads for tax interpretations and licensing and for the determination of the appropriate standard of work to be undertaken. As such, the Director contributes input to the individual work plans of the regions and is responsible for the coordination and roll-up of these plans into a national work plan consistent with the program plan of the Excise Branch. The Director recommends the national priorities to be established for the tax interpretations and licensing programs in keeping with Branch priorities and goals. This responsibility includes the identification and development of training for tax interpretations' officers so they may adequately perform their responsibilities and for auditors so that they may determine the appropriate amount of tax that should have been paid while undertaking their audits. The incumbent is responsible for evaluating the effectiveness of the work undertaken by tax interpretations officers.

The major challenge to the Director of Tax Interpretations is to ensure that consistent, correct information and tax interpretations are being provided by the decentralized organization to the taxpayers under the Excise Tax Act and the general public. This is of particular concern as with an everchanging environment caused by budgets of the federal government and declaration of the courts and Tariff Board. An incorrect or inconsistent ruling issued in Vancouver will adversely impact with a ruling issued in another region of Canada and prove an embarrassment to the Department and could result in lost revenue.

Another major challenge to the Director of Tax Interpretations is that he/she is the first senior administrative level of appeal at headquarters on tax interpretation matters. After appeal to the Regional Director the taxpayer normally first seeks redress from the Director of Tax Interpretations, before proceeding either to the Director General, Excise Operations or the Assistant Deputy Minister, Excise. This requires a high degree of knowledge of business and its practices, legal terminology and the application of decisions of the Tariff Board and the courts and of administrative practices and procedures. The Director is required on a day-to-day basis to deal with problems on the interpretation or application of the legislation that cannot be resolved by the Excise field Organization and that would result in appeals to the Tariff Board or Federal Court unless they were resolved at the Director's level or that of the Assistant Deputy Minister, Excise.

The Director, Tax Interpretations is required to meet with various associations including the Canadian Tax Foundation, the Canadian Institute of Chartered Accountants, and the Canadian Manufacturers Association to explain the application of the Excise Tax Act and to solicit and obtain their cooperation in its administration.

The Director of Tax Interpretations also deals with senior officials of government departments including Finance, Transport, Energy, Mines and Resources and provides advice and comment on technical matters in relation to tax interpretations. The incumbent endeavors to ensure that the senior officials understand and appreciate the administrative needs and problems and the objectives of Excise Branch and solicits and obtains their cooperation.

DIMENSIONS (Constant Dollars)

| | |
|---------------------------------|-----------|
| Number of person-years | 24 |
| O&M Budget (including salaries) | \$252,300 |

SPECIFIC ACCOUNTABILITIES

- 1 Presents the Department's position in a persuasive, compelling manner to gain acceptance and voluntary compliance by the taxpayers with a minimum of dispute.
- 2 Ensures consistency, adequacy and correctness of Tax Interpretations rulings issued by headquarters and the field through the monitoring and evaluation of the rulings issued and the day-to-day operations of headquarters and field units and of the development, review and evaluation of the policies, directives and procedures involved.
- 3 Ensures that the public and regions all have appropriate, correct information on the application of budget ways and means motion, applicable to Excise legislation as presented by the Minister of Finance, through developing and issuing of appropriate Excise Tax Interpretations statements and providing procedures and direction.
- 4 Provides managerial direction to the Tax Interpretations' function in the field and at headquarters.

EVALUATION RATIONALE

Director, Tax Interpretations

BM: TA-5-A

KNOW-HOW

- G Broad, authoritative knowledge of the Excise and Excise Tax Acts, related legislation, regulations and directives; thorough and current knowledge of industrial and manufacturing practices, legal terminology, and the application of Tariff Board and court decisions as they pertain to classification of goods, value for tax, fair price determination and licensing of taxpayers.
- II Operational coordination of own staff; conceptual coordination of all tax interpretations activities throughout the branch, in establishing national workloads and standards, monitoring the effectiveness of regional implementation, identifying and developing training packages.
- 3 Critical level required to direct and motivate headquarters and regional personnel in the tax interpretations function; to research and prepare ministerial correspondence on all Excise matters; and to persuade the members of large industrial and manufacturing associations to cooperate with administration of new or modified tax programs.
- 528 Middle number reflects an authoritative knowledge of Excise and Excise Tax legislation and coordination of related activities.

PROBLEM-SOLVING

- F Thinking within broadly defined policies on the administration of Excise legislation, the incumbent establishes the priorities, standards, systems and guidelines for the implementation nationally of the tax interpretations and licensing programs.
- 4 Adaptive and constructive thinking required to analyze, evaluate and rule on complex appeal cases arising from the interpretation or application of excise legislation at the regional and national levels. Also adaptive in formulating training plans to achieve consistency, accuracy and national uniformity of tax administration.
- (50) Lower percentage is consistent with the responsibility of the position to interpret legislation and policies affecting several commercial sectors.

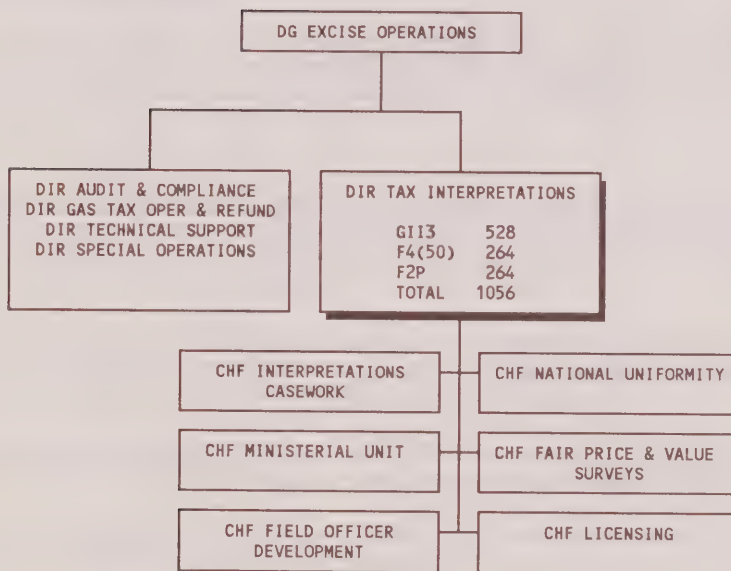
ACCOUNTABILITY

- F Subject to functional policy and goals, under the managerial direction of the Director General, Excise Operations, the incumbent is accountable for the development and direction of the tax interpretations and licensing programs, with considerable independence in assessing the consistency, accuracy, equity and timelessness of implementation.
- 2P Primary impact on Divisions as represented by a budget of \$252,300 (Constant) and a staff of 24.
- 264 Low number reflects the direction available from policies and supervisor and size of budget.

SUMMARY

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| GII3 | 528 | F4(50) | 264 | F2P | 264 | 1056 | 0 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-5-A



BM: TA-5-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-5-B

POSITION TITLE: Institutional Warden

GENERAL ACCOUNTABILITY

Is accountable for the efficient and effective management of a major federal penitentiary and psychiatric hospital facility.

ORGANIZATION STRUCTURE

This is one of twelve positions at the third level reporting to the Deputy Commissioner. The other eleven are: Institutional Wardens, Regional Director, Operations, Regional Director, Planning & Resource Management, and District Directors of Parole Service.

The following positions report to the Warden:

Deputy Warden Correctional Operations (staff of 258) is responsible for managing security operations for the penitentiary and psychiatric hospital facility; providing rehabilitation programs to inmates; developing clothing, transportation and purchasing procedures; and managing the institutional health care centre operations.

Assistant Warden Correctional Programs (staff of 54) is responsible for the servicing and maintenance of the physical plant, the provision of food and accommodation services; and developing and implementing academic and vocational training programs.

Assistant Warden Management Services (staff of 34) is responsible for financial planning and budgetary control, and for the provision of administrative and personnel services.

Associate Warden Treatment Centre (staff of 83) is responsible for directing a team engaged in the diagnosis, assessment and treatment of mentally ill.

NATURE AND SCOPE

The Department administers sentences imposed by the courts and prepares offenders for return as useful citizens to the community.

The Warden manages a maximum security institution housing approximately 350 inmates and 75 mentally ill inmates. The Warden plans, organizes, mobilizes, coordinates and controls allocated human and fiscal resources to administer correctional, training, employment, therapeutic and resocialization programs; implement security measures; provide institutional operational services; provide psychiatric and physical health care, administrative and technical support services; and develop implement and innovative projects and programs.

The position has the authority to exercise corrective disciplinary measures for staff and inmates; resolve grievances and appeals by staff and inmates; and preside at labour/management, inmate/management and community/management meetings. The incumbent has the authority, to grant temporary absence to inmates.

The Warden acts as crisis manager in periods of unrest by developing organizational crisis models, and ensuring the training of staff in emergency response techniques. The Warden can convene inquiries into institutional matters.

The Warden issues standing orders to clearly delineate institutional authorities, responsibilities, policies and procedures for ongoing operations. The position is responsible for anticipating and directing change, setting priorities to ensure a minimal amount of disruption to staff, inmates and the general good order of the institution. The incumbent assesses and evaluates psychiatric programs and institutional operations, identifies the need for additional resources, and recommends approaches to attain institutional and regional priorities and goals.

The Warden chairs the institutional management meeting, serves as a member of the regional management team and participants in task forces to provide advice on the development and implementation of plans, policies and techniques to improve regional institutional efficiency and effectiveness and recommend changes in national policy and procedures. Officials of other departments, branches and agencies are contacted to discuss problems, seek advice on institutional, criminal justice, correctional and social welfare concerns and resolve issues of mutual interest. Contact is required with professional associations, community associations, the general public, and the media to promote on understanding of and participation in facility and Branch activities.

DIMENSIONS (Constant Dollars)

| | |
|-------------------|-------------|
| Staff: | 438 |
| Institutional | |
| Operating Budget: | \$4,161,000 |

SPECIFIC ACCOUNTABILITIES

- 1 Directs the operations of a penal institution and a psychiatric hospital facility in an efficient and effective manner by establishing and implementing institutional priorities and strategies, standards and performance measures; integrating and harmonizing the divers operational components; and monitoring and evaluating program delivery, efficiency and effectiveness.
- 2 Improves staff performance by directing training and development activities, monitoring and evaluating staff performance, and motivating staff through guidance and encouragement.
- 3 Provides sound staff and inmate relations through avenues of redress by responding to complaints, grievances and appeals, and through fair application of codes of conduct.

- 4 Implements effective crisis management in periods of unrest by developing adequate contingency plans and appropriate emergency responses.
- 5 Develops and introduces institutional policy and contributes to regional and national policy and program development by providing advice and expertise, implementing special projects and managing change.

EVALUATION RATIONALE

Institutional Warden

BM: TA-5-B

KNOW-HOW

- F Specialized knowledge and broad experience in the field of corrections, with emphasis on the protective custody aspects of incarceration and the delivery of mental health care and treatment programs in a penal environment. In-depth knowledge of pertinent acts and regulations as well as management expertise.
- III Management of a major penal institution and coordination of operational functions which include security psycho-health care programs for the Ontario and Atlantic Regions, socialization, technical services, industries, education, training and employment, organization and administration, finance and physical health care.
- 3 Critical level required to motivate staff, inmates and the community in order to achieve specific policy objectives of the CSC.
- 528 Middle number reflects the expertise required to deliver a number of inter-dependent services within a single institution.

PROBLEM-SOLVING

- F Thinking is within general and broad departmental policies, some direction from the Deputy Commissioner and functional guidance from the Director General, Medical and Health Care Services. Authorized pursuant to the Penitentiary Act to issue standing orders to ensure clear delineation of institutional authorities, responsibilities, policies and procedures for ongoing operations.
- 4 Adaptive thinking is required in the control and operation of the institution where the diversity of functions and the protective custody and mentally ill offender population make decisions and good judgement crucial.
- (50) Lower percentage indicates that guidance is available from a number of sources for important elements of the services delivered by the position.

ACCOUNTABILITY

- F Reports to the Deputy Commissioner and functionally to the Director General, Medical and Health Care Services. Is broadly subject to policies and goals and accountable under the Penitentiary Act for institutional operation, including a self-contained psychiatric hospital facility.
- 3P Primary impact on institution as represented by an operating budget of \$4.2 million (constant).
- 400 Middle number reflects a solid degree of impact on the institution and size of budget.

SUMMARY

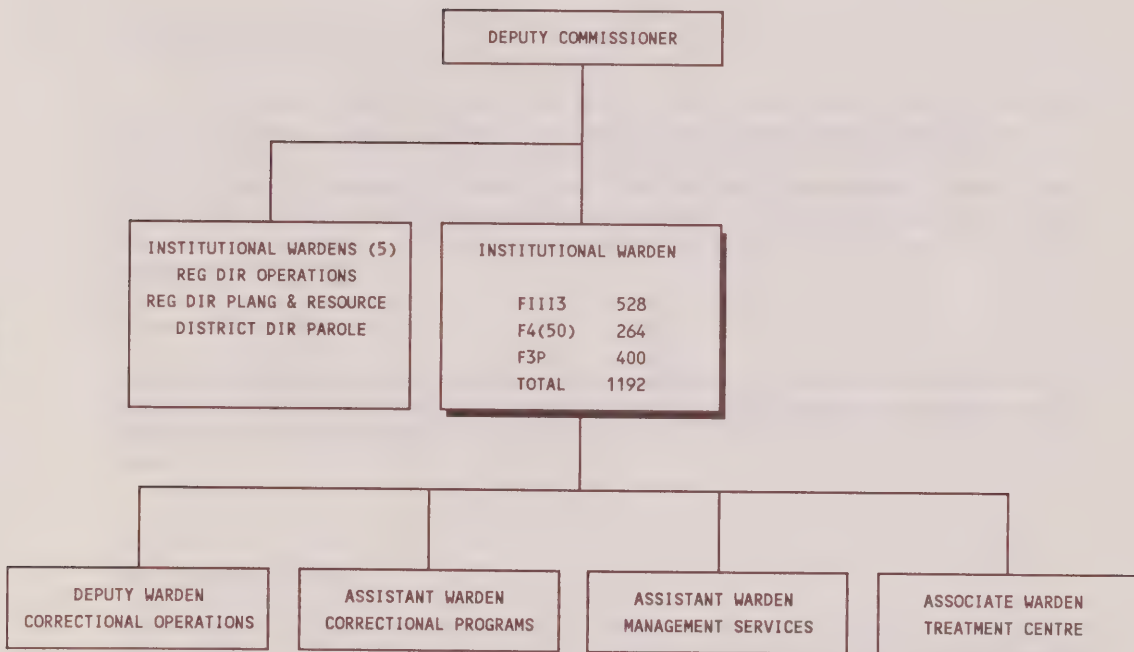
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-5-B



BM: TA-5-B

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-46-A

POSITION TITLE: Chief, Bureau of Human Prescription Drugs

GENERAL ACCOUNTABILITY

Is responsible for directing and coordinating Bureau activities related to the availability in Canada of safe and efficacious drugs of acceptable pharmaceutical quality.

ORGANIZATION STRUCTURE

This is one of eleven positions at the fourth level reporting directly to the Director, Bureau of Human Prescription Drugs. The others are: Special Assignments Officer; Administrative Officer; Chief, Central Nervous System Division; Chief, Cardio-Renal & Arthritis Division; Chief, Infection & Immunology Division; Chief, Endocrinology & Metabolism Division; Chief, Gastro-Enterology, Hematology, Oncology Division; Chief, Control & Appraisal Division; Chief, Pharmaceutical Evaluation, Non Anti-Infectives, Division; and Chief Pharmaceutical Evaluation, Anti-Infectives, Division.

Reporting to the Chief is:

Head, Drug Compliance Section (staff of 1) is responsible for the evaluation and assessment of labelling new and marketed drugs; interpretation and provision of advice on Regulations and policies on labelling of prescribed drugs; and the suitability of claims and composition of these drugs.

NATURE AND SCOPE

The mission of the Bureau is to ensure the availability to health professionals in Canada of a wide variety of safe and efficacious drugs of acceptable pharmaceutical quality for the treatment of all diseases for which pharmaco-therapy is indicated. The Chief aids the Director in carrying out management duties, performing functionally as a Deputy Director by being responsible for delegated activities, and in the absence of the Director, serves as Acting Director.

A number of factors bear on the achievement of expected end results, such as rapid technological advances in pharmaceutical industry. These require modification of scientific and management methods to resolve issues related to drugs, and effect standardization within the Bureau. Included are new and uniform drug review standards; operation of a 24-hour a day, seven days a week emergency drug service for the benefit of physicians and critically ill patients; supervising the centralized emergency drug section and providing functional coordination with the Division Chiefs of the Bureau and at times with the Director of the Bureau of Biologics for emergency drug service; review of policies regarding emergency drug releases; securing adequate drug supplies of rare and foreign source drugs for stock-piling in Canada; assessing benefit to risk ratios before new drugs are released for clinical investigation or for marketing in Canada;

recommending new drug regulations; and responding to the increasing demands of the health professions, the Pharmaceutical Industry and the public.

The Chief develops procedures regarding the release of drugs to individual physicians under the authority of the Emergency Drug Regulations, versus alternate routes for availability, arranges for the purchase from foreign countries of a number of drugs not available in North America for a Canadian depot to respond rapidly to requests. The position coordinates communications between health professionals and the Branch for after-hours release of human emergency drugs. The position advises with respect to court cases relating to the toxicology of drugs, and acts as the recall coordinator for the Bureau, for those drugs that pose a health hazard to Canadian consumers; advising field operations on the depth and scope of a recall necessary to protect public health from faulty drugs or mislabelling.

Very unusual situations often arise in the emergency drug program. Canadians are often faced with a requirement for drugs to treat diseases rare in this country (such as tropical diseases), and the challenge of finding these drugs requires both ingenuity and a deep knowledge of pharmacotherapy.

A major challenge is deciding on the best method for handling after-hours requests for emergency drugs and encouraging the supplier to facilitate rapid delivery to physicians. Various methods including a central telephone answering service are being used for communications between Canadian physicians and officers of the Bureau and supplying pharmaceutical companies, as well as the use of radio pagettes. The Chief has the authority for making certain recommendations for decisions under the Food and Drugs Act and Regulations, such as deciding whether or not emergency drug requests are legitimate or should be discouraged or even refused, or the requests handled by some alternate regulatory route, and also deciding which emergency drugs should be purchased off-shore at Federal Government expense and stock-piled in Canada. The incumbent works in collaborations with the Division Chiefs, in the Bureau to modernize the Canadian systems for new drug submission evaluation to bring it in line with advancing technology, and to ensure that safe and efficacious new drugs reach the Canadian market as quickly as possible.

The Chief operates under the authority of the Food and Drugs Act and Regulations. In carrying out much of the work of the Bureau there are often few precedents to follow and therefore, the incumbent must exercise a high level of scientific expertise, initiative and diplomacy. Types of problems that must be referred to the Director for approval include recommendation regarding the selection of drugs for in-depth study and possible removal from the market or restriction of sale; recommendation of uniform drug review standards; and recommended policies for Bureau staff in transfer of drugs from emergency drug status to investigational status, through the clearance of investigational new drug submissions issued to companies, academic institutions or individual physicians.

Contracts are made with the Director to report on progress, to consult on difficult areas of work, and to make recommendations. There are also frequent contacts within the Department on matters such as recalls, where the drug poses a life-threatening situation or has a major economic impact on a pharmaceutical industry.

The Chief meets with colleagues from foreign regulatory agencies, such as the U.S. Food and Drug Administration to exchange information relating to drugs. The incumbent has contacts with professional associations such as the Canadian Medical Association, the Canadian Pharmaceutical Association and with industrial associations such as the Pharmaceutical Manufacturers Association of Canada and the Proprietary Association of Canada. These contacts are made as needs arise and they are either initiated by the incumbent or by a representative of the outside agency.

DIMENSIONS (Constant Dollars)

| | |
|------------------------------|----------|
| Staff: | 3 P/Ys |
| Salary and Operating Budget: | \$36,623 |

SPECIFIC ACCOUNTABILITIES

- 1 Decides whether or not to recommend that a Notice of Compliance be issued for the marketing of new drugs by reviewing the recommendations of the divisions within the Bureau.
- 2 Ensures insofar as possible, that safe and efficacious essential new drugs may reach the Canadian market faster, by recommending to the Director drug review standards to achieve internal uniformity, and ensuring that the methods of drug evaluation are in line with advancing technology, by reviewing existing methods in use, and by obtaining via a cooperative approach the maintenance of high standards of drugs in Canada.
- 3 Enables Canadian physicians to treat their patients as rapidly as possible with life-saving drugs that are not normally available, by formulating procedures regarding the release of these drugs to physicians under the Emergency Drug Relations.
- 4 Provides a rapid response to requests from Canadian physicians for emergency drugs, by maintaining the stock-piling in a Canadian depot of a selected number of new and rare drugs that are not yet available in North America, by negotiations with the National Defence Medical Centre in Ottawa, and by locating foreign suppliers and negotiating with them for the purchase of necessary quantities of these drugs.
- 5 Decides on the depth and scope of a drug recall to protect the health of the public, by coordinating the internal operation of the Bureau and by obtaining expert advice when necessary.
- 6 Ensures that the Branch has the best advice possible on drug matters and provides pharmaceutical manufactures and foreign regulatory agencies with advice when required, by consulting and negotiating with pharmaceutical manufacturers and with foreign regulatory agencies, by meeting personally with representative of industry and foreign agencies, or by communicating with them by mail or telephone.

EVALUATION RATIONALE

Chief, Bureau of Human Prescription Drugs

BM: TA-46-A

KNOW-HOW

- F Requires a thorough knowledge of pharmacology and the regulations, policy, and practices relative to the availability in Canada of safe and efficacious drugs of acceptable pharmaceutical quality as well as the interrelationships of the various subject areas as represented by the Divisional structure particularly when conducting wide ranging and ad-hoc projects as assigned by the Director. Knowledge required to give advice on a wide variety of drug related matters involving pharmaceutical principles and theory, practices and precedents.
- II Involves the integration of ongoing and project activities with those of other Divisions as well as operational responsibility for release of Emergency Drugs, Drug Compliance, and Drug recall.
- 3 Critical level required to motivate staff, and to consult, advise and recommend courses of action and explain the Bureau's position to a variety of interested associations and professionals.
- 460 Highest number indicates the expertise required to manage a highly technical operation which frequently cuts-across the whole unit.

PROBLEM-SOLVING

- E Thinking within the principles of pharmacology and related technological advances, policies and precedents, in formulating solutions to stated problems and assessing actions proposed or taken.
- 4 Requires analysis and evaluation based on the variety of scientific disciplines and evolving technology in each field.
- (50) Higher percentage indicates a strong thinking challenge, given the wide scope of problems and their complexity.

ACCOUNTABILITY

- E Legislation, Policy, Regulations and precedent establish direction as do the scientific theories of the discipline of pharmacology and other related disciplines. Projects performed to achieve generally stated end results.
- 1P Primary impact on Bureau as represented by a budget of \$36,623 (Constant).
- 175 Highest number reflects the latitude of the position which frequently impacts on several sections of the unit.

SUMMARY

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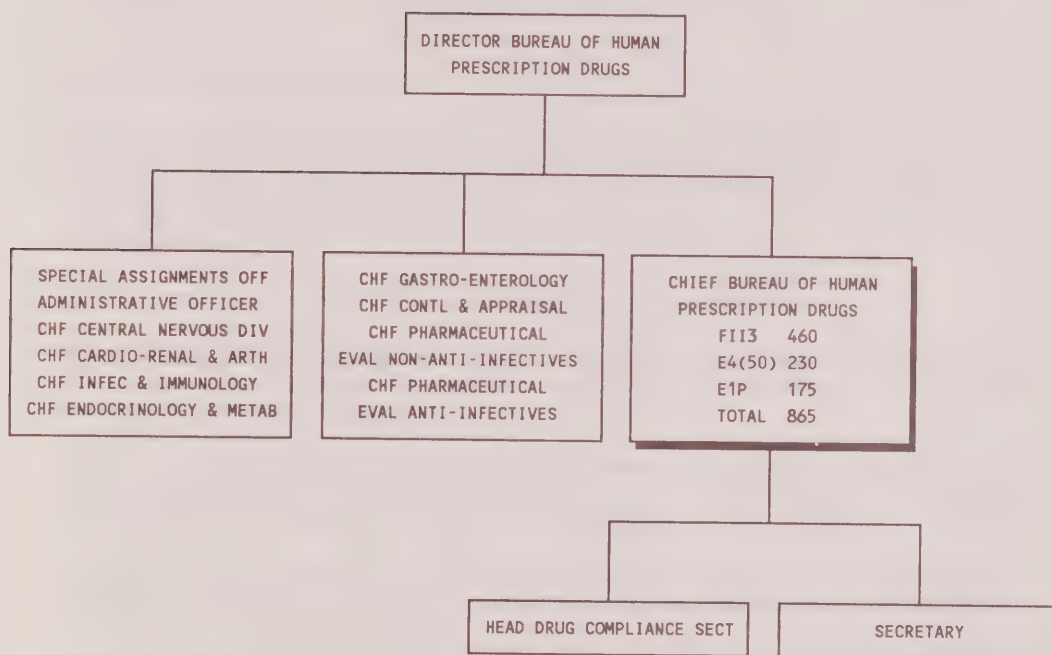
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARKS
NUMBER: TA-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-46-B

POSITION TITLE: Director, Atlantic Region

GENERAL ACCOUNTABILITY

Is accountable for ensuring the compliance of foods, drugs, cosmetics and medical and radiation emitting devices, manufactured in or imported into the Atlantic Region, with legislative provisions designed to minimize hazards to the health of consumers.

ORGANIZATION STRUCTURE

This is one of nine positions at the fourth level reporting to the Director General, Field Operations. Four other Directors across Canada have similar responsibilities for their geographical areas. The headquarters positions are the Director, Bureau of Field Operations; Chief, Systems and Operational Planning; Director, Educational Services; and Chief, Finance and Administration.

Specific functions of the four positions reporting to the incumbent are:

Chief, Laboratories Division (staff of 18) directs the provision of high quality analytical data and authoritative interpretation for the purposes of enforcement of legislation, hazard identification, and standard/guideline development.

Chief, Inspection Division (staff of 15) directs the accomplishment of a program of inspection, investigation and enforcement to minimize the hazard to the health of consumers from foods, drugs, cosmetics and medical and radiation emitting devices.

Regional Consultant (staff of 2) promotes a high level of awareness by consumers, both of hazards to their health and appropriate courses of action for their maximum self protection.

Administrative Officer (staff of 5) directs the provision of administrative and financial services, including the operation of regional electronic data processing systems.

NATURE AND SCOPE

The role of this program within the Department is to reduce illness and untimely death associated with hazards in the environment.

The Field Operations Directorate is a decentralized organization, with five (5) regional and twenty-five (25) district offices. The Regional Director is the senior Health Protection Branch representative in the Atlantic Region, and is responsible for the successful implementation of a consumer health protection program. The Director's legislative mandate to control hazards is found in the Food and Drugs Act and Regulations, and Narcotic Control Act and the Radiation Emitting Devices Act.

This legislation is applicable to domestically produced and imported products in both inter and intraprovincial trade, and has primacy with respect to product safety matters over the grading and licensing programs of other agencies and levels of government. The Region also provides a forensic drug analytical service to the RCMP and other police forces, an analytical service to the Department of Consumer and Corporate Affairs, and an inspection service to the Department of Supply and Services to assist in government purchases of food and drugs. Scientific data from regional programs are used in the establishment of Branch priorities, standards and guidelines for national and international purposes. Much of the regional education program is directed to multiplier groups, educators, health sciences personnel, consumer groups), and includes the provision of information and resource materials.

The Atlantic Region encompasses the provinces of Nova Scotia, New Brunswick, Newfoundland, and Prince Edward Island. The four governments and their public services have individual approaches to organization and legislation, requiring considerable attention to the establishment and maintenance of working relationships. The fishing industry is of considerable size (and economic and political importance) in the Atlantic Provinces. There are a considerable number of fish processors, some of whom are employing very complex technology and who are producing high-risk products. Parts of Newfoundland and Nova Scotia are experiencing rapid growth, and new industries are being established.

As a member of the Directorate Executive, the Director participates in the formulation of strategic and operational goals and plans, and in the development and approval of operational policy. The Director provides direction in the development of regional plans, sets priorities, reviews accomplishments and decides on corrective action when deviations from the plan occur. Relationships are established and working agreements negotiated with senior officials of federal and provincial agencies, including the RCMP, Consumer and Corporate Affairs, Agriculture Canada, and provincial departments of health and agriculture. The incumbent resolves disputes between Health Protection Branch regional staff and senior management in industry regarding, for example, the interpretation of legislation or policy. Regional budget allocations, organization changes and major training and development efforts are authorized by the Director. Regional occupational health and safety programs are planned and implemented in coordination with the Medical Services Branch, and modifications to procedures and accommodations are made to ensure a safe workplace.

Resourcing decisions, regarding the types, levels and required capabilities of staff, and the nature of scientific equipment are difficult. Such decisions must be based on projects: technological developments by regulated industries and the anticipation of new hazards which may be identified. Regional resources are insufficient to offer adequate consumer protection; consequently, working agreements to provide additional coverage must be negotiated with the organizations whose mandate is either health or economic (e.g., Department of Fisheries & Oceans, Agriculture Canada and provincial departments of health). The negotiations must provide for sufficient involvement by regional staff to ensure that safety concerns are given adequate attention. As a senior Branch representative, the Director's decisions are subjected to a high degree of scrutiny and visibility by regional media and consumer and trade associations.

Regional media expect the Director to act as a spokesperson on any Health Protection issue. The Director is expected to provide timely and appropriate responses to consumer, professional and trade associations' complaints and enquiries.

Program decisions must balance the degree of risk to the consumer from a steadily growing number of hazards with the cost and capability of the organization to eliminate the hazards. Decisions to change program direction must be made under considerable time pressure and the basis of available information, which is often scanty.

Regular contacts are maintained with peers to ensure inter-regional uniformity of approach to common problems. Senior officials (to the level of deputy minister in provincial agencies) and peers in related federal agencies (Agriculture, Fisheries & Oceans, Consumer & Corporate Affairs) are contacted to resolve jurisdictional problems, to establish working agreements and to exchange information on programs and policies. Contacts with the chief executive officers of regulated companies serve to introduce new programs and hear appeals regarding the decisions of subordinate staff. Voluntary compliance is promoted through contacts with industry associations, and through membership in the Canadian Institute of Food Science and Technology. The Director is a member, and chairperson on an alternating basis, of the Atlantic Region Management Committee which serves as the "Board of Directors" (in a line management relationship) for the Atlantic Region Personnel Unit of Health & Welfare. The Personnel Unit, with ten (10) staff years, provides a full range of personnel services to all Health & Welfare Branches in the Region. The Director is also a member of the Atlantic Provinces Pesticide Residue Control Laboratory Committee which provides direction to a pesticide analysis laboratory funded by the Atlantic provinces.

DIMENSIONS (Constant Dollars)

| | |
|---|-----------|
| Number of Subordinate Staff | 45 |
| Operating Budget (including salaries) | \$482,400 |
| Value of Assets (Laboratory equipment and vehicles) | \$329,000 |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the compliance of high priority regulated products with legislative requirements by setting goals, establishing priorities and implementing programs.
- 2 Promotes awareness on the part of consumers in the Atlantic Region of ways by which they can protect themselves from hazards in the marketplace by developing and implementing information programs.
- 3 Decides to proceed with prosecution action, by evaluating recommendations and options presented by the Health Protection Branch staff and representatives from industry.

- 4 Improves effectiveness of regional resource utilization by maintaining productive relationships with related agencies to assure cooperation and minimize duplication, and by promoting industry self-regulation.
- 5 Assures future organizational resource capability through the training and development of staff, adoption of improved scientific capabilities and prudent selection of capital equipment.
- 6 Ensures that commitments to other federal agencies and other parts of the Health Protection Branch are fulfilled by providing data, advice and related services in a timely manner and of a negotiated quality.

EVALUATION RATIONALE

Director, Atlantic Region

BM: TA-46-B

KNOW-HOW

- F Thorough knowledge of the health protection regional compliance activity and practices, relevant section of the Food and Drugs Act, Narcotic Control Act and the Radiation Emitting Devices Act, national priorities, and related departmental and governmental policies and procedures.
- II Operation management of the on-going activities and projects of the national and regional compliance responsibilities as well as conceptual management in terms of scientific interpretation and policy formulation.
- 3 Critical level required in advising and motivating staff; in establishing work agreements with other departments, agencies and industry; and when integrating projects with other regional managers and headquarters officials.
- 460 High number reflects the expertise required to manage a scientific-based regulatory service on behalf of department with a specific region.

PROBLEM-SOLVING

- E Thinking within well-defined policies and specific objectives in the provision of branch compliance and enforcement activities in the region. The legislative mandate to control health hazards overrides the mandate and programs of all other federal provincial and municipal agencies involved in standards, regulations or licensing.
- 4 Adaptive thinking challenge requires contributing to branch and directorate policy to ensure a balance between fair and equitable treatment of the regulated industry and the effective implementation of the legislative mandate. Also develops goals and implements programs to accomplish them within resource allocations.
- (43) Lower percentage is consistent with the guidance available from HQ policies and procedures.

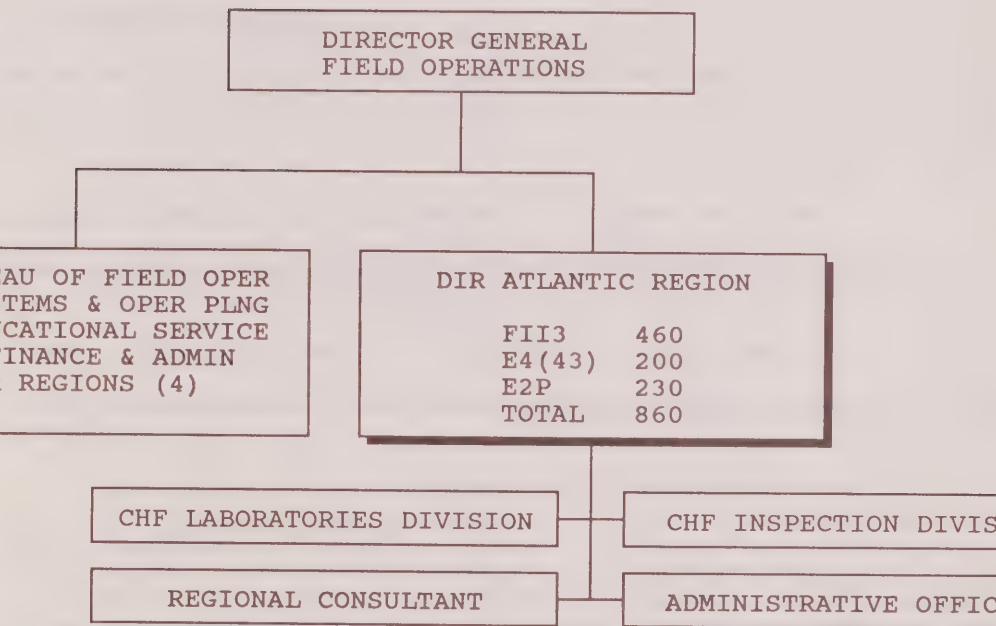
ACCOUNTABILITY

- E Reporting to the Director General Field Operations, is subject to departmental practices and procedures in the provision of a regional service. Decisions, which have a high political interest, are referred for endorsement or modification.
- 2P Primary impact on regional program end results reflected by a budget of \$482,400 (Constant) and a staff of 45.
- 200 Middle number is consistent with direction available from HQ and the size of budget.

SUMMARY

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| FII3 | 460 | E4(43) | 200 | E2P | 200 | 860 | 0 |
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MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-46-B



BM: T

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TA-46-C

POSITION TITLE: Regional Director, Veterinary Medicine

GENERAL ACCOUNTABILITY

Is accountable for the direction of diverse scientific and technological programs needed in Saskatchewan to ensure the delivery of inspection programs.

ORGANIZATION STRUCTURE

This position at the fourth level is one of nine Directors across Canada reporting to the Director General, Veterinary Inspection Directorate.

Reporting directly to the position are:

Regional Veterinarian, Animal Health (Staff of 56 at 13 different district offices).

Regional Veterinarian, Meat Hygiene (Staff of 68 at 7 different registered meat establishments and 15 abattoirs under federal/domestic inspections).

Manager, Program Services (Staff of 8 in the Saskatchewan Regional Office).

Regional Training Officer (Functionally responsible for total Saskatchewan veterinary inspection staff of 133).

NATURE AND SCOPE

The federal government has in place a series of programs assigned to a number of departments to foster the exercise of constitutional responsibility in areas of securing a food supply, maintaining the health of Canadians and ensuring the continued viability of the agri-food sector as a major contributor to the national economic output. Program implementation has to be balanced against the competing interests of the provinces' desires to strengthen the agricultural industries, of the industries to maximize profit, and of the attitudes of the public to such issues as consumer protection, animal rights and environmental protection.

The Department has the responsibility, mandated by Cabinet in 1986, to deliver programs of other government departments such as Consumer and Corporate Affairs, Health and Welfare, Transport Canada for investigation and prosecution under the Criminal Code. The Director is responsible for reconciling the interests of other federal and provincial agencies and parallel or complementary programs and for resolving competing interests.

The Regional Director is the federal government's primary facilitator accountable for delivering these programs between industry, government, research, lobby groups, producers, other orders of government, with respect to the health and safety of animals, plant safety, processed food standards.

The nature of regulatory programs is such that high resistance is often encountered within industry to aspects of the policy contained in them. The Regional Director is accountable for resolving difficulties encountered in policy implementation to achieve effective program delivery. While policy groups are ultimately accountable for the development and promulgation of national policy which reflects legislative responsibilities, the Regional Director is accountable for the articulation of regional and industrial concerns in the form of policy initiatives which address the viability of legislative initiatives.

Within the context of broad Branch objectives, the Regional Director sets the objectives for the region. The incumbent directs operational planning and makes any and all changes to plans in response to changes in the complex and diverse environment while maintaining consistency with the basic strategic plan. End results impact on the development and maintenance of an efficient and competitive food industry and on the maintenance of the safety of and nutritional quality of food produced. Eradication of a contagious disease in an area can result in one-time disbursement of up to \$1 million a day.

Exercise of legal powers can result in refusal to admit shipments of produce or livestock from a major trading partner. This can result in political retaliation. Alternately, exercise of legal powers can result in shut down of businesses in areas, affecting local employment and the local economy. Under the Criminal Code, legal enforcement powers extend to investigation and prosecution.

The Regional Veterinary Director serves as the senior consultant and arbiter in scientific, managerial and administrative matters related to the agri-food sector. The incumbent is called upon to advise and resolve conflicts with the province, veterinary college, research institutions and industry through formal professional and industrial committees for regional development.

Decisions involve balancing competing constituencies of interest in society as whole, such as animal rights groups and their interest in the humane treatment of animals, versus producers and their interest in market efficiency. Decisions can take place in a public forum, and be the subject of discussion in the national press. In this respect, decisions as to the possible contamination of the food supply from toxins, pathogens, or hazardous chemicals have balance the health interest of Canadians against the economic interests of producers and processors.

DIMENSIONS (Constant Dollars)

Person-Years:

Department: 12,000

Region: 135

Regional operating Budget: \$1,611,000

SPECIFIC ACCOUNTABILITIES

- 1 Initiates, recommends and enforces national standards for meat safety, wholesomeness and fraud prevention, acceptable nationally and internationally.
- 2 Ensures that all commercially produced meat products leaving inspected plants for human consumption are in compliance with national standards which can be adapted to facilitate export.
- 3 Facilitates the marketing of carcasses and meat products through the design and delivery of meat quality assurance programs which reflect the economically important characteristics of carcasses and meat products.
- 4 Certifies that agri-food products for domestic markets and export needs meet quality and safety standards of Canada or a trading partner.
- 5 Ensures that information is distributed to publics concerned with agri-food products.

EVALUATION RATIONALE

Regional Director, Veterinary Inspection

BM: TA-46-C

KNOW-HOW

- F Thorough knowledge of animal health programs, meat hygiene programs for the Regina, Saskatchewan Region to ensure the delivery of a veterinary inspections service.
- II Operational coordination of animal health and meat hygiene services programs in the Saskatchewan region, through a staff of 135 located in 22 establishments and 18 District offices and ports of entry.
- 3 Critical level of human relation skills is required in motivating staff to perform effectively and in resolving problems with Provinces and Industry.
- 460 High number reflects the expertise required to deliver an inspection service effecting a single commercial sector in a specific region.

PROBLEM-SOLVING

- E Thinking within well defined policies and objectives, develops and implements national objectives, policies and procedures for delivery of regional programmes for animal health and meat hygiene.
- 4 Adaptive thinking is required in development of regional operational policy, strategic plans as well as in resolution of staff problems and resolution of disputes with provinces, industry and others.
- (43) Lower percentage denotes the responses developed to a wide diversity of problems within a clearly defined national framework.

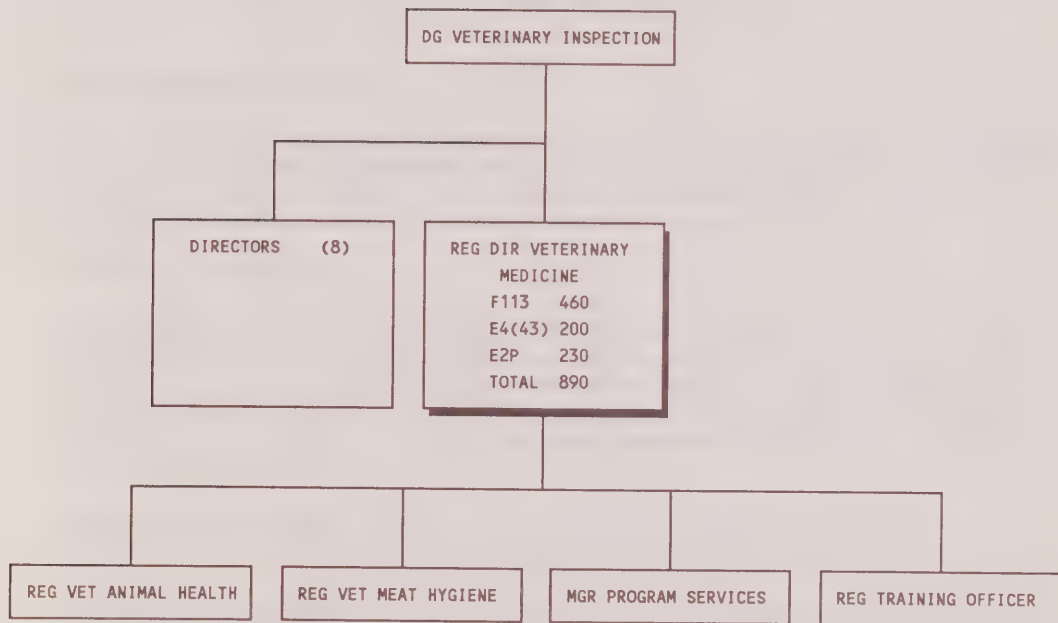
ACCOUNTABILITY

- E Reporting to the Director General, Veterinary Inspection Operations, directs and coordinates diverse scientific and technological programs and projects, to ensure effective delivery of animal health and meat hygiene service programmes in the region.
- 3P Primary impact on Regional operations as represented by a budget of \$1.6 Mil (Constant). O.M. and a staff of 135.
- 230 Low number is consistent with the guidance available from HQ and the size of budget.

SUMMARY

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| FII3 460 | E4(43) 200 | E3P 230 | 890 | A1 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TA-46-C



BM: TA-46-C

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-9-A

POSITION TITLE: Assistant Deputy Minister, Consumer Affairs

GENERAL ACCOUNTABILITY

The Assistant Deputy Minister, Bureau of Consumer Affairs, is accountable for the development and implementation of operational policies and programs designed to inform, assist and protect consumers and to promote their interests in the marketplace and in government, ensuring that departmental objectives and demands for service by the public are met.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level reporting to the Deputy Minister. The others are: the ADM Bureau of Competition Policy; ADM Bureau of Corporate Affairs; ADM Bureau of Policy Coordination; Director General, Finance and Administration; Director, Personnel; Departmental Secretary; and Assistant Deputy Registrar General.

Reporting to the incumbent are:

Director General, Consumer Standards and Regulations (staff of 149) is accountable for the overall direction in the preparation of consumer protection legislation, regulations, policies in headquarters, so that consumers are protected from fraud and safety hazards, provided with accurate information regarding product choices, and ensured accuracy of measurement in trade in Canada. The Director General is also accountable for managerial direction to regional programs in five regions.

Director, Management Services (staff of 12) is responsible for the planning process, measurement and control systems, and for financial, administrative and personnel services.

Director, Consumer Services (staff of 26) is responsible for identifying and dealing with consumer problems in the marketplace through market intelligence, impact assessment, policy definition, and policy implementation. The branch has specific responsibility for the administration of the Tax Rebate Discounting Act and a Grants and Contribution Program, and coordinates Consumer Bureau Information Programs.

Regional Director, Atlantic Region (staff of 93)

Regional Director, Quebec Region (staff of 205.5)

Regional Director, Ontario Region (staff of 280.5)

Regional Director, Prairie Region (staff of 164)

are responsible for directing the implementation of plans for consumer affairs programs within the region to ensure that they are carried out efficiently and effectively. Each is also responsible for the provision of financial, administrative and personnel services to the Marketing Practices (Bureau of Competition Policy) and the Bankruptcy (Bureau of Corporate Affairs) staff in the region.

Director, Urea Formaldehyde Foam Insulation Centre (staff of 25).

Executive Assistant.

NATURE AND SCOPE

The Department promotes equity, efficiency, openness and competition in the market system, and promotes and protects the interests of consumers.

A major component of Consumer Affairs consists of the administration of 13 federal statutes and, by agreement with provinces, 21 provincial statutes. Another major component consists of activities directed to provide a reliable information base to assist and inform consumers and to promote their interests. This program requires the development of a variety of strategies ranging from consumer and trader information to advocacy to industry regulations. Its success is dependent upon the availability of sound research, of highly competent professionals trained in the social and applied sciences, and of skilled technicians drawn from numerous fields.

Field staff are located in 61 cities, are managed through five regions, and 27 district offices and are divided into five specialty areas which deal with ensuring the accuracy of all weighing and measuring devices used in trade in order to ensure equity and fairness in all marketplace transactions based on measure; ensuring the accuracy of all gas and electricity meters for both domestic and industrial use; inspecting consumer products (food and non-food) to protect the consumer from economic fraud through the enforcement of standards and the provision of information required to facilitate consumer choice; ensuring that the consumer is protected from and informed about hazardous products; and providing information to consumers and businesses in order to prevent consumer problems and responding to enquiries and complaints from the public on consumer matters.

The Consumer Affairs activity is highly sensitive, subject to constant pressures from various sources. It is a subject of debate in federal-provincial conferences from a constitutional point of view as well as from the practical standpoint of "rationalization" of the services provided by the different jurisdictions. It is closely linked with and, to a greater or lesser extent, dependent upon programs administered by other federal departments, notably National Health and Welfare Canada, Agriculture Canada and Finance. It must respond to high expectations of assistance and support on the part of consumers and consumer organizations and to various, sometimes conflicting, demands from the business community. Its advocacy function within government is susceptible of generating annoyance if not negative reactions. Its standards setting activities are constantly influenced by scientific and technological developments and by trends in international trade. The high visibility of some of the activities (consumer assistance, product safety,

enforcement, for example) generates a large volume of ministerial briefings and correspondence, and adjustments to operational plans.

It is in this context that the incumbent plans and directs the development and implementation of objectives and goals and of operational policies and programs aimed at enhancing equity and fairness in the marketplace through the provision of consumer protection services. The incumbent also ensures the most efficient organization and allocation of resources and the establishment of systems and procedures designed to assess the effectiveness of the program and of its diverse components.

The greatest challenges lie in defining operational policies pertaining to consumer assistance and consumer protection, consistent with the mandate of the Minister under the Act in a rapidly changing environment; in furthering the integration and coordination of the functional branches and the field force; and in managing under conditions of budget restraints, future uncertainties, and increasingly numerous management guidelines.

The incumbent provides the Deputy Minister with recommendations regarding the administration of the Bureau including the level of resources required, the nature and level of activities of consumer programs, as well as providing advice on specific issues to the Minister. Major policy issues, research projects, program evaluations, and review and reform of regulations and legislation in the Consumer Affairs area are the joint responsibility of the incumbent (operational policy aspects) and the ADM, Bureau of Policy Coordination. Findings and recommendations are submitted and discussed at the departmental policy committee for final decision by the Deputy Minister and Minister. Proposals regarding grants and contributions to consumer organizations are submitted to the Minister through the Deputy Minister.

The ADM Consumer Affairs, chairs the bureau management committee; is a member of the departmental management committee and policy committee and meets with senior officials of other federal departments and provincial governments, of consumer organizations, business and industry to discuss new policies, the application of policies and programs or to resolve specific issues or problems.

DIMENSIONS (Constant Dollars)

| | |
|------------------|--------------|
| Person-Years: | |
| Department: | 2,222 |
| Bureau: | 960 |
| Operating Budget | \$10,491,560 |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of Consumer Affairs by the development of/and adherence to long-term and short-term plans and control systems.
- 2 Ensures effective liaison with other operational and functional program heads, and participates actively in the Departmental management and policy committees.

- 3 Under guidance from the Deputy Minister and the policy committee, maintains positive relations with officials from other federal departments, provincial governments, consumer organizations, industry and international bodies whose activities are related to Consumer Affairs programs, and participates in representing the consumer interest before government departments and agencies or other organizations.
- 4 Ensures that new initiatives in the Consumer Affairs area are opportune and based on adequate consultation with interested parties.
- 5 Ensures the revision and update of consumer information and assistance, policies and program, and the uniform and equitable implementation of enforcement policies.
- 6 Encourages field input into the policy-making process and ensures adequate reporting on achievements and problems in program implementation.
- 7 Ensures that the Minister receives adequate support in discharging his responsibilities as spokesman for consumers by supplying relevant and accurate briefing papers on sensitive or emerging issues, by preparing prompt draft replies to correspondence and to questions in the House and draft speeches.

EVALUATION RATIONALE

Assistant Deputy Minister, Consumer Affairs

BM: TB-9-A

KNOW-HOW

- G Broad knowledge required in the development and implementation of a number of regulatory programs affecting the public and private sectors. Management of a wide range of consumer legislation, both federal and provincial as well as non-legislated consumer policies, in order to facilitate the orderly conduct of trade, and to protect buyers and sellers.
- IV This position operates at the policy level in integrating and coordinating functional branches and field activities across the country for the whole consumer component of the Department.
- 3 Critical level of human relation skills is required to manage diverse programs, each having a serious and continuous impact on the country's socio-political and economic activities, as well as effectively dealing with overlapping jurisdictions, in terms of other federal departments, central agencies, crown corporations and provincial ministries and international organizations.
- 920 Middle number reflects managerial expertise required to deliver a national regulatory and service program to a variety of commercial sectors.

PROBLEM-SOLVING

- G Direction for the consumer component of the Department is determined by this position from goals and objectives which are generally defined and susceptible to radical change.
- 4 Analytical thinking required in determining courses of action to resolve jurisprudence disputes and conflicts arising from the integration of the program development and delivery aspects of the consumer activity, and for providing the Deputy Minister with advice on long-range and annual plans.
- (66) Higher percentage indicates a strong thinking challenge due to the need to redefine consumer assistance and consumer protection policies consistent with the mandate of the Minister.

ACCOUNTABILITY

- G Reporting to the Deputy Minister, acts within departmental objectives in the development and delivery of policies and programs to inform, assist and protect Canadian consumers and to promote their interests in the market place and in government.
- 4P Direct impact on the Consumer Affairs activities of government as reflected by an operating budget of \$10,491,000 (Constant) and a staff of 960 person-years.
- 700 Middle number is consistent with the requirement to develop policy, deliver a regulatory program, and the size of budget.

SUMMARY

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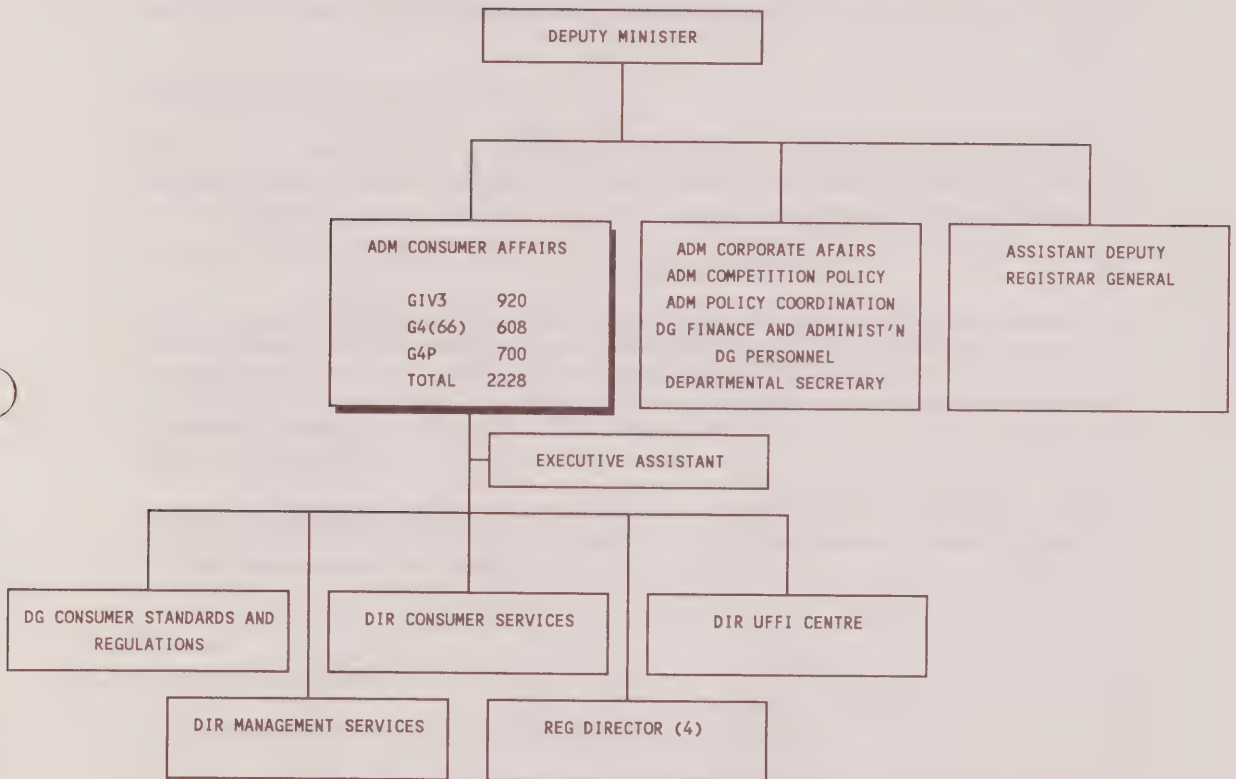
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-9-A



GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-7-A

POSITION TITLE: Director General, Mediation and Conciliation

GENERAL ACCOUNTABILITY

Is accountable for the prevention and settlement of industrial disputes, and the promotion of collective bargaining in the federal private jurisdiction, pursuant to the Canada Labour Code.

ORGANIZATIONAL STRUCTURE

This is one of three positions at the third level reporting to the Assistant Deputy Minister, Industrial Relations, accountable for the federal Mediation and Conciliation Service. The other two are Director, Program Planning and Technical Support and Chief, Arbitration Services.

Specific functions of the six positions reporting to the Director are:

Five Industrial Relations Consultants located at headquarters and in some of the six field offices. These are mediators who deal with industrial disputes of great social and economic consequences. Some have specialized knowledge of specific federal industries. They are responsible for the promotion of a sound collective bargaining climate through the identification of emerging problems and the exercise of preventive mediation, to prevent the development of more serious disputes.

Manager of Operations (staff of 33) directs the day-to-day conciliation and mediation activities at headquarters and in six field offices directly reporting to headquarters, to ensure efficient program administration and delivery.

NATURE AND SCOPE

The Department promotes and sustains stable industrial relations.

The Mediation and Conciliation Branch has statutory responsibility for the provision of conciliation, mediation, arbitration and adjudication assistance for dispute resolution in the federal private sector; the adoption of dispute preventive initiatives to maintain stable labour-management relations; and the provision of industrial relations expertise for policy formulation and implementation, and legislative development.

The Branch discharges its responsibility by appointing a Conciliation Officer, whose duty it is to bring the parties together to assist with their negotiations, and to guide them in the signing of a collective agreement. The Director has other options for third-party assistance, which include a Conciliation Commissioner; a three-person Conciliation Board; a Mediator, either from within or outside the Service; and an Industrial Inquiry Commission, all for the purpose of ending the bargaining dispute.

In the case of a major dispute involving essential services and affecting national safety, or grave danger to the economy, and for which Cabinet has decided that the only remedy is to legislate an end to the dispute, the Branch is responsible for preparing all informational material, advising in the drafting and the piloting of the proposed bill, and implementing the legislation in respect of final resolution of the dispute.

The policy of the government to promote freedom of association for the purpose of collective bargaining, has fostered a steady growth of bargaining units in recent years. The high cost to the Canadian economy resulting from strikes and lockouts is a matter of public knowledge, therefore, each peacefully negotiated settlement is an invaluable contribution, not only in terms of the national productivity preserved and the economic gain saved, but also in terms of the preservation of social peace, as well as the enhancement of our democratic political system.

It is within this economic, social and political context that the position operates. The daily operations are coordinated across the country; the mediation of specific industrial disputes; the reporting of third-party assistance in industrial disputes; the coordination of research and consultation services; etc.

The Branch also serves as a secretariat to the Minister, providing replies to questions, outlining policies and replying to correspondence concerning specific industrial disputes and current controversial labour relations issues.

The incumbent, advises on recommended changes to legislative and regulatory provisions, orientations and policies in other jurisdictions, as well as on labour relations developments and activities on the part of employer and employee organizations.

The Director liaises daily with the Program Planning and Technical Support Branch of the FMCS whose role includes the conduct of research into industrial relations developments, in an operationally-oriented perspective, and the provision of economic data in direct support of the conciliation and mediation activities of the Branch.

The Director serves on a number of departmental and interdepartmental committees. This role extends to the international scene in respect of the Manpower and Social Affairs Committee of the Organization for Economic Co-operation and Development and the United Nation's International Labour Organization. The Director works closely with provincial labour jurisdictions, fulfilling a catalytic role serving as Secretary of the Labour Relations Committee of the Canadian Association of Administration of Labour Relations.

There are daily contacts with senior representatives of management and trade unions in the industries under federal jurisdiction, for the purpose of resolving immediate industrial disputes. The Director has an advisory and informational role vis-à-vis the academic, professional, business and labour communities, which brings him to meet with individuals and to address groups, as well as a direct informational role towards the new media.

DIMENSIONS (Constant Dollars)

| | |
|-------------------------------------|-----------|
| Number of Subordinates Staff Years: | 39 |
| Annual Operating Budget: | \$575,000 |
| Canadian Labour Force Salaries: | \$4 Bil. |

SPECIFIC ACCOUNTABILITIES

- 1 Administers the provisions of the Canada Labour Code and its Regulations, governing the collective bargaining process in the federal private sector.
- 2 Ensures the effective and efficient management of all aspects of third-party assistance in the prevention, conciliation and mediation of labour disputes across Canada.
- 3 Promotes free collective bargaining and the peaceful settlement of industrial disputes within the federal private jurisdiction.
- 4 Engages in the resolution of specific industrial disputes in complex situations where the economic, social and political consequences of work stoppages are of high importance.
- 5 Ensures a complete and up-to-date flow of information on key disputes to the Minister and the Assistant Deputy Minister.
- 6 Reviews, evaluates and improves the process of third-party assistance to provide an efficient service to the clientele and advises senior management on possible changes to departmental policies, legislation and regulations concerning industrial relations and the settlement of industrial disputes.
- 7 Maintains a high level of professional staff proficiency through the recruitment, training, and re-training of experienced and competent collective bargaining negotiators either from management personnel or trade.

EVALUATION RATIONALE

Director General, Mediation and Conciliation

BM: TB-7-A

KNOW-HOW

- G Requires a determinative mastery of all aspects of labour relations, labour relations legislation, and, in particular, mediation and conciliation usually obtained by many years of experience in labour negotiations.
- III Directs and co-ordinates conciliation and mediation activities in settling labour disputes for federally-regulated industries arising under the Canada Labour Code, many of which relate to major transportation and communication industries.
- 3 Critical level required in directing a staff of 41 dealing with labour disputes in Canada and in dealing with senior officials of companies, unions and governments.
- 700 Middle number reflects the expertise required to manage a national service to assist several sectors of the economy.

PROBLEM-SOLVING

- F Thinking within broadly defined policy reporting to ADM and freedom to work out innovative solutions in solving labour-management problems.
- 4 Adaptive thinking required in dealing with and resolving variable and dynamic labour-management situations for which few precedents exist.
- (57) Higher percentage reflects the requirement to reach agreement with both labour and management in several commercial sectors.

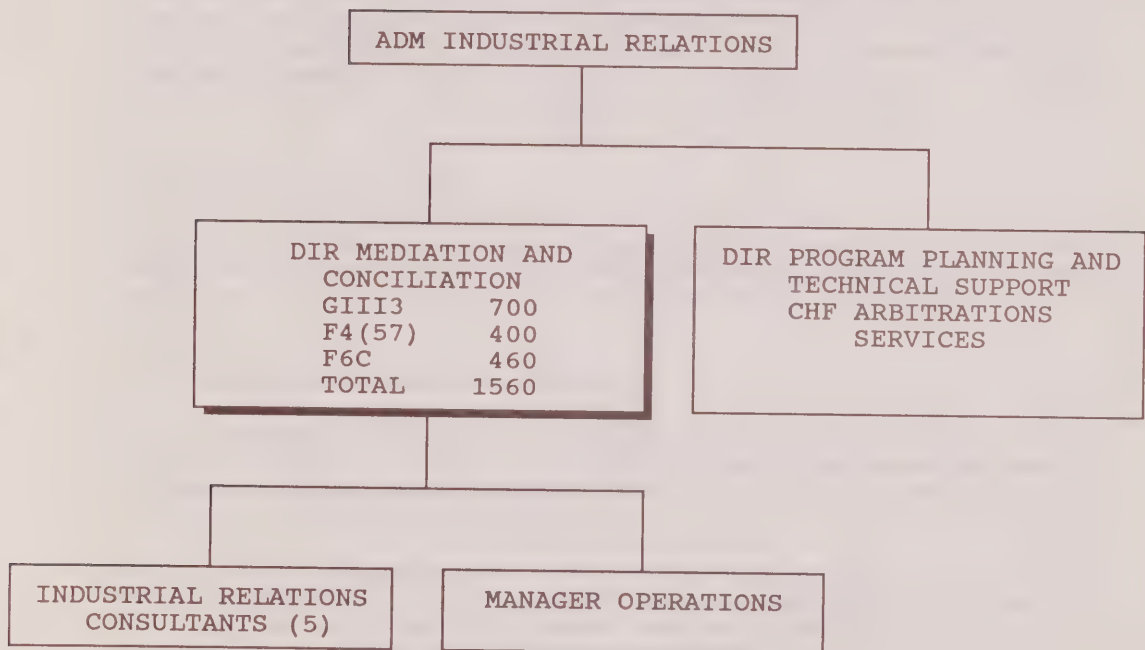
ACCOUNTABILITY

- F Reporting to ADM, Industrial Relations, acts within broad policy guidelines subject to general managerial direction.
- 6C Discernable effect on Canadian labour force salaries of approximately \$4 billion (Constant) annually, in the prevention of dispute and promotion of collective bargaining.
- 460 Lower number is consistent with the degree of latitude the position has to conduct negotiations and the size of budget affected.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-7-A



BM: TB-7-A

GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-6-A

POSITION TITLE: Director General, Education

GENERAL ACCOUNTABILITY

Is responsible for the direction and management of Indian education programs including the operation of federal schools, the funding of band operated schools, the negotiation of federal-provincial tuition agreements (covering education in provincial schools), providing funding and support programs for post-secondary students, and a full range of related student services, curriculum development and cultural programs. The Director General is also responsible for designing the policy and managing the transfer of control of Indian education to Indian institutions and structures at a pace dictated by the Indian communities.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Assistant Deputy Minister, Indian Services. The others are: Director General, Social Development; Director General, Housing, Band Support and Capital Management; Director, Special Projects; and Director, Program Support.

Reporting directly to the Director General, are:

Director, Education Policy (Staff of 8) is responsible for planning, developing, implementing and monitoring all policies and standards related to the education programs; planning and facilitating the transfer of education systems in support of Indian self-government; and directing and monitoring Cultural/Education Centres programs.

Director, Education Management (Staff of 10) is responsible for ensuring that cost control and base information systems are operating effectively; collecting, analyzing, and reporting data to support resourcing requirements of the programs under the responsibility of education; monitoring Education development and requirements and the management and delivery of services in the regions; and providing program support services.

NATURE AND SCOPE

The Department supports Indian and Inuit in achieving self-government, economic, educational, cultural, social and community development needs and aspirations.

The Indian Services Program is responsible for designing and managing the delivery of services which create and foster quality education services and improve social services, housing and community infrastructure and provide support to bands delivering programs to their members.

The Education Branch is responsible for managing quality education and cultural programs at headquarters, and for providing functional direction to officers in nine regions and approximately 200 work locations. The Branch focuses on promoting Indian self-reliance by providing a broad range of developmental support services, and designing the policy and managing the transfer of control of Indian education to Indian bands and institutions.

The Director General discharges his/her responsibilities during a period of significant change resulting from the departmental reorganization and the thrust towards Indian self-government. A major challenge of the position is to ensure Indians receive quality education services comparable to those provided to all Canadians while encouraging the development of Indian self government and the transfer of responsibility for the education program to Indian bands and associations. The Director General provides advice to regional Directors of Indian Services and Education on the development and implementation of program objectives, plans and priorities and the delivery of services to enhance the overall effectiveness and efficiency of the field organization within the framework of branch, departmental and Indian objectives.

The education program is highly complex and diversified. It provides a full-range of services from kindergarten to completion of university or professional training. It is further complicated by the fact that elementary/secondary educational services are provided to Indians in three separate school systems - each being distinctly different in its organizational structure, overall operation, and in its relationship with the department. Thorough knowledge of each system and of its characteristics is essential if proper direction and guidance is to be provided to regional officers.

The success of negotiations depends in large part on the incumbent's insight of the operations and regulations affecting the organizations participating in the negotiations. For example tuition arrangements must be negotiated to prevent duplication of funding already provided through the Established Program Financing Act.

The Director General is also responsible for continuing education activities including university/professional education, and adult education programs - each of which has a specific and distinct program objective. The manner in which the programs are delivered varies greatly from program to program as well as from one region to another. Since contacts are maintained with provincial institutions from headquarters, the Director General must be aware of the peculiarities of each regional operation to communicate the department's point of view as forcefully as possible.

A third major component of the education activity relates to the cultural activities designed to promote and support the cultural development of Indian people. The management of the Cultural/Educational Centres program requires an appreciation of the cultural aspirations of different Indian groups. The incumbent must be constantly aware of the political nature of the program and must administer the program with tact and good judgement.

The Director General is responsible for all aspects of policy development. The incumbent is particularly involved in developing policies designed to facilitate the transfer of education to Indian bands and in translating the policy of Indian control of Indian education into operational terms as well as in monitoring regional programs to ensure adherence to approved policies and to identify areas of potential changes in existing policy.

The incumbent as functional activity manager, assumes a major role in the development of long-term strategies for education, the procurement of resources for the program, the monitoring of these resources against stated objectives and reporting of the outputs.

To ensure that departmental objectives are translated into operational terms, the incumbent defines long-term program goals and communicates these to the regions. Operational plans are developed in line with these goals. The incumbent reviews regional plans to ascertain compliance with the national thrust and directs modifications to regional plans as required.

The Director General's involvement in the procurement of resources is varied and critical. The incumbent is the link between field operations and senior management and central agencies and must develop and implement an appropriate process to obtain detailed financial (data base) information, analyze regional performances, and establish regional funding requirements to meet intended results. Having established the resourcing levels, the Director General monitors regional operations to ensure that funds are used as appropriated, and to direct corrective measures when significant deviations are observed.

The Indian Act and relevant departmental policies and guidelines provide only limited direction for solving operational and policy problems. The incumbent must be aware of precedents and exercise good judgement in resolving education-related issues. Major initiatives such as revisions to certain programs proposed by Indian groups are referred to the Assistant Deputy Minister for his review and approval. As circumstances and program priorities change, the incumbent is required to advise senior management concerning the implications of such changes from the program, political and financial perspectives.

DIMENSIONS (Constant Dollars)

| | |
|---|-------|
| Number of staff under direct supervision: | 20 |
| Number of staff receiving functional direction: | 1,800 |

| | |
|--|-------------|
| Operating Budget (including salaries): | \$1,155,000 |
| Education Program Budget: | \$122 Mil. |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the quality of education services provided to Indians is at least comparable to that provided by the provincial departments of education for the non-Indian population.
- 2 Establishes standards and guidelines of professional and technical competence for headquarters and field staff and monitors adherence to these standards as well as to personnel, financial, branch, and Indian policies.

- 3 Provides leadership in the management of change in programs, priorities and objectives so that field input at all levels is recognized, uniform field application is achieved but is flexible enough to adapt to regional and sub-regional, provincial, and Indian political realities, to ensure that Indians continue to be served without undue advantage being accorded to one segment of the Indian community at the expense of others.
- 4 Ensures the continual improvement of headquarters and regional policies and operations in accordance with legislative changes, improved standards, guidelines and policies, and with the objectives of devolution and self-determination. Improve management techniques to organize, motivate, plan, coordinate and control to the extent possible within this context.

EVALUATION RATIONALE

Director General, Education

BM: TB-6-A

KNOW-HOW

- F Broad knowledge and understanding of the complete range of federal government programs and organizations, the role of Indian associations, an in-depth appreciation of the goals and objectives of Indians; an extensive and in-depth knowledge of education, planning concepts, systems and procedures.
- III Operational and conceptual management of the Departmental education program for Indians and of the transfer of education systems to Indian communities.
- 3 Critical level required in directing and motivating staff, consulting with Indian associations involving policy initiatives, consulting with Indian communities for transfer of education systems and with the Department of Justice regarding legal issues.
- 608 Highest number is consistent with the role of the position as the departmental authority on Indian education programs.

PROBLEM-SOLVING

- F Thinking within broadly defined policies and objectives, initiates at the national level proposals designed for the continuing improvement of Education services to Indians and initiates transfer of education services to Indian communities ready to assume such responsibility.
Reviews all proposals and submissions to ensure consistency with Departmental objectives.
- 4 Adaptive thinking challenge in the establishment of local control of Indian education, within the limits of available financial resources, while maintaining the Minister's trust responsibility. Also in assuring national standards in the operation of federal schools within a provincial jurisdiction to provide quality educational services. Thinking challenge also in transferring education services to the communities.
- (57) Higher percentage denotes the challenge of managing both the operations and devolution of a national service program.

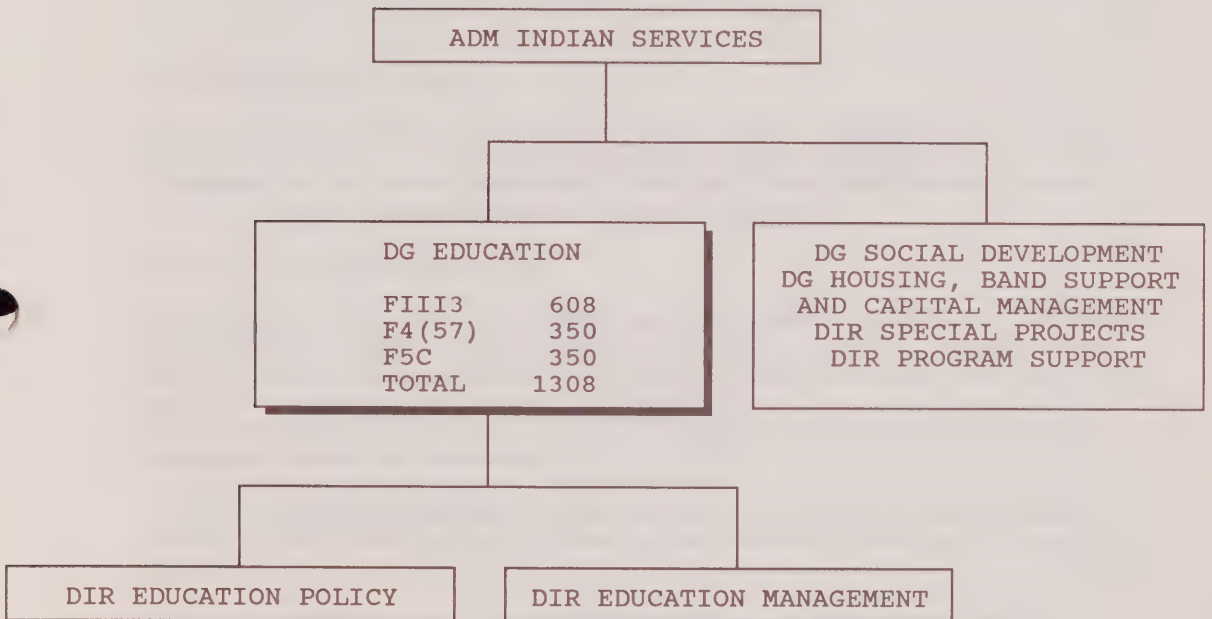
ACCOUNTABILITY

- F Reporting to the ADM, Indian Services, is subject to broad departmental policies and objectives and general managerial direction in managing the education program.
- 5C Contributing impact on the departmental persons assigned to the education program as represented by an annual program budget \$122 mil (constant).
- 350 Lowest number reflects impact of others in the Department who exercise a significant impact on program end-result and size of budget affected.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-6-A



BM: TB-6-A

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-5-A

POSITION: Director General, Public Programs

GENERAL ACCOUNTABILITY

The Director-General Public Programs is accountable for planning, developing, and directing a comprehensive strategy for the Department to deliver a nation-wide reference and researcher services program, public awareness and community participation programs; a national grants and assistance program for the Canadian archival community, departmental library services and a nation-wide documentation centre in archival and related sciences.

ORGANIZATION STRUCTURE

This is one of nine positions at the second level reporting to the Dominion Archivist. The others are: Assistant Dominion Archivist; the Directors General, Historical Resources Branch, Government Records Branch, Conservation; Financial and Administrative Services, Personnel Services; the Director, Internal Audit; and the Executive Assistant.

Reporting to the Director General are:

Director, Reference and Researcher Services (staff of 21) manages a national inquiry service on departmental holdings, services and activities; registers, orients and provides information to researchers; manages national capital region reference services; circulates and copies duplicate archival records; and manages national capital region reference services; circulates and copies duplicate archival records; and manages a national program of decentralized distant access to departmental holdings and information.

Director, Communication and Awareness Services (staff of 23) manages national programs to inform the general public and special interest audiences about the activities and holdings of the department.

Director, Departmental Library and Archival Documentation Centre (staff of 22) manages departmental library services, its satellites, and a national centre responsible for the accumulation, processing, custody, control, circulation, and access to publications documenting archival sciences and related disciplines.

Director, Archival Community Relations (staff of 3) provides assistance funding, specialized advice, training and on-site assistance, assistance in joint and co-ordinated projects with other institutions and organizations, and maintenance of a permanent secretariat for the Canadian Council of Archives.

Special Projects Office (staff of 2) is responsible for complex historical/archival research and writing, co-ordination of assigned public projects, and liaison with academic and special interest groups.

Secretariat (staff of 1) is responsible for the management of the office the Director-General and for the co-ordination and preparation of assigned Branch plans, reports and documents.

NATURE AND SCOPE

The objective of the Department is the systematic preservation of government and private records of Canadian national significance to facilitate not only the effective and efficient operation of the government of Canada and Canadian historical research, but also the protection of rights and the enhancement of a sense of national identity based on archives as the collective memory of the nation.

This position operates in two environments: in the executive milieu as a member of the department senior management committee and in a line operation as the executive officer responsible for Reference and Researcher Services, departmental public awareness programs, federal government assistance to the archival community, the co-ordination of departmental relations with that community, and the management of the departmental library and information documentation centre in archival and related sciences.

The Department operates in the national capital region, in at least seven centres across Canada, and in London and Paris. The organizational structure reflects a multi-disciplined complex of archival functions, records management, and administrative activities designed to serve, internally the government of Canada, and externally the requirements for archival information by institutions, corporations, individuals, and the general public.

Archives have taken on new dimensions in their value and use to society. Moreover, rapid technological developments increase the demand and alter the nature of accessibility and delivery of information, particularly the information held in records. Thus, the activities, services, and programs of the Department must shift continuously to accommodate new requirements. The traditional roles remain, but are augmented by new responsibilities and the potential for providing enhanced service to a greater range of users.

There is a continual managerial requirement to balance available resources and existing mandates with the expectations for the Department's services and holdings by current and potential public and private sector users. In addition, there is the direct primary requirement to explain, or to have explained to the media, to researchers, to the archival community, and to the general public, the status of the Department's programs, policies, activities and services. The Director General is, along with the deputy head, the principal executive spokesperson on the Department's relationships with the Canadian Council of Archives, and is expected to play an active role in inter-agency, inter-institutional, and inter-governmental committees, both nationally and internationally, for matters concerning the activities of the Branch. The position maintains active contact with associations, organizations, institutions and individuals representing the archival interests of the general and specialized publics, and with those whose decisions impact upon the mandate and resources of the department.

Major challenges of the job include:

- satisfying, with an efficient, effective, equitable level of service the legitimate needs of a diversified, decentralized, multi-disciplined clientele of professional, technical, and amateur researchers whose wants and needs for archival information sometimes exceed the mandate, jurisdiction, or capability of the Department;
- managing available resources to deliver to the public across Canada in a systematic, timely and effective manner, knowledge about the services and activities of the Department;
- instilling awareness and appreciation of the Department into that portion of the population which does not know about or use the institution;
- assisting the archival community in a manner consistent with the mandate of the Department and with the resources available, while at the same time maintaining workable relationships with those institutions, associations, and individuals seeking assistance;
- managing media relations in such a manner as to maintain the integrity of the institution, to abide by legislation, government policies and regulations, and communicate as openly and honestly as possible, often under pressure situations of news breaking events;
- identifying that portion of the Canadian population which should be targeted for attention by the Department at any given time and circumstance, and in the light of competing priorities emerging from within the Department and from outside influences.

The Director General is accountable directly to the deputy head for overall planning, management and co-ordination of the activities of the Branch and of the resources assigned to it. The Director-General keeps the deputy head informed of activities through the submission of formal reports as well as by regular briefings and discussions. Within the context of agreed upon plans and objectives, the Director-General acts independently on matters which affect Branch progress and the allocation and use of resources.

DIMENSIONS (Constant Dollars)

Department:

| | |
|------------------|--------------|
| Person-Years | 816 |
| Operating Budget | \$11,290,000 |

Branch:

| | |
|------------------|-------------|
| Person-Years | 75 |
| Operating Budget | \$1,037,683 |

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the Department maintains a current and effective strategy for the establishment and maintenance of communication with target audiences of the Canadian population.
- 2 Assists in the operation of the Department by advising on matters of policy, priorities and resource use, and by participating in policy formulation and in departmental strategic and operational planning.
- 3 Ensures effective delivery of departmental assistance to and involvement with the archival community.
- 4 Ensures that the Department and its interests are appropriately and correctly represented to the media, and that events sponsored or initiated by organizational entities of the department are co-ordinated in the best interests of the department and respecting protocol.
- 5 Directs the effective, efficient, and economical delivery of public programs.
- 6 Controls the diffusion of departmental publications, exhibitions, education projects, audio-visual and related projects, to inform the public of the activities, services and holdings of the Department.
- 7 Establishes Branch policies, priorities, plans, procedures, practices and programs.

EVALUATION RATIONALE

Director General, Public Programs

BM: TB-5-A

KNOW-HOW

- F Seasoned proficiency in the theories, principles and techniques of management, departmental programs and a thorough familiarity with the needs and expectations of user groups and professionals.
- III Department wide coordination of diverse programs including reference researcher services, public awareness and participation, grants and assistance, library services and a documentation centre.
- 3 Critical human relations skills are required in motivating a staff of 75 and influencing the public and user groups.
- 528 Middle number indicates the expertise needed to deliver a number of services, department-wide, to a broad spectrum of public users.

PROBLEM-SOLVING

- F Thinking within general direction from senior management and broad objectives in developing new programs, policies and strategies for archival management.
- 4 Analytical thinking is required in resolving operational problems and advising senior management on departmental priorities.
- (50) Lower percentages reflects the considerable guidance available from supervisor and departmental policies.

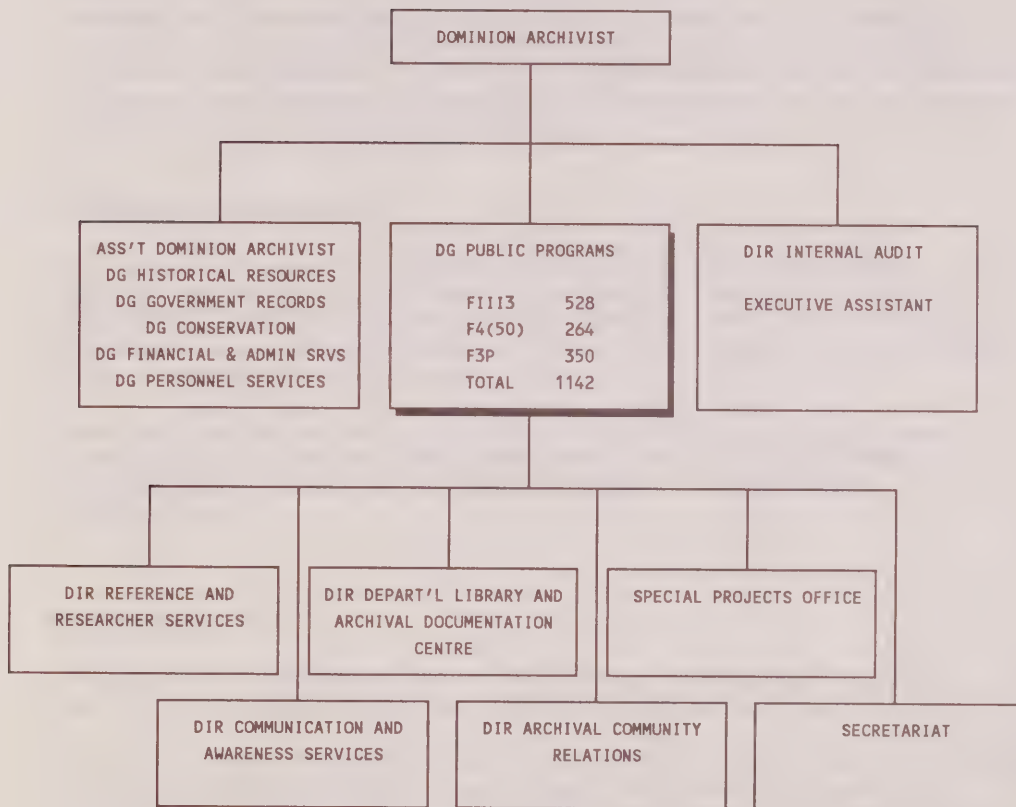
ACCOUNTABILITY

- F Reporting to the Deputy Head, acts within general direction and professional (functional) policies in managing the public presentation of archives.
- 3P Primary impact on Branch as represented by an annual operating and salary budget of \$1.0 million (Constant).
- 350 Lower number is consistent with the amount of direction available from supervisor and functional policies and size of budget.

SUMMARY

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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-5-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-5-B

POSITION TITLE: Regional Director, Yukon

GENERAL ACCOUNTABILITY

The Regional Director is the senior executive officer of the Department in the region, responsible for implementing departmental programs and policies and for promoting the government's policy on Indian self-government vis-à-vis the Indian bands, territorial government, and other federal departments. The Director is the regional spokesperson for the Government of Canada on Indian issues and is responsible for resolving problems, disputes and grievances against the Government from 15 Indian bands.

ORGANIZATION STRUCTURE

This is one of twenty positions at the second level reporting to the Deputy Minister. The others are: two Associate Deputy Ministers (Organization and Management, and the North); five ADM's for the principle program areas; three Directors General (Executive Services, Communications, and Human Resources; one General Counsel (Legal); one Administrator, (COGLA); and eight Regional Directors.

Reporting to the Regional Director are: Director, Lands, Reserves and Trusts; Director of Operations; Director, Economic Development; Senior Land Claims Advisor, Director, Secretariat; Director, Finance and Administration; Director, Personnel; Director, Communications.

NATURE AND SCOPE

The Department supports Indians and Inuit in achieving their self-government, economic, education, cultural, social and community development needs and aspirations.

Due to Indian rights being recognized but not defined in the Constitution Act of 1981, the role of the Regional Director is crucial in leading tripartite negotiations with Indian groups, territorial and other federal authorities on self-government initiatives. The Indian political organizations have a distinct appreciation of their people's role in the Canadian mosaic. They view themselves akin to that of a nation within a nation, based on the Royal Proclamation of 1763 and the various treaties signed between themselves and the Crown. The incumbent is dealing in a highly politicized and complex milieu, with several distinct cultural groups, each with its own unique language, social and economic circumstances, comprising over 5,000 Indians in 15 bands.

The Regional Director has the most senior federal role in the interface between the government and band and tribal councils, territorial and municipal governments, and with other departments in negotiating tripartite social, educational or economic development agreements and promoting government programs and policies to improve the quality of life for Indian communities. Similarly the R.D. must reflect the needs of the Indian people of the region in departmental policy and strategy development endeavors.

Being responsible for the delivery of multi-disciplined programs either through direct management or through Indian management (by conditional contributions to bands), the Regional Director is accountable for the success or failure of such programs. For example if a band fails to deliver a service, the contribution agreements requires the RD to authorize remedial action so that essential services such as social welfare, education, water and sewer are maintained and an action plan for financial recovery by the band is implemented. Any major problem in an Indian community such as a natural disaster, fire, irregular election procedures, complaints against Chief and council, or alleged inadequate financing of social or education services must be handled by the RD. Many of these issues become major news stories.

Two major initiatives of the government-downsizing and the re-instatement of Indian status to about 1,300 people under Bill C-31 - add further complexity. Downsizing depends upon all programs and services eventually being delivered through tribal councils and bands, and will require that larger budgets be managed by fewer people. Re-instatement will not only increase the size of the status Indian population by 25 percent but the return of perhaps 400 of these to reserve communities is causing unrest and increased pressure on scarce resources, particularly for housing. The major challenges of the position are to provide input to departmental policies that address the needs and aspirations of the region's Indians, direct regional activities that will lead to successful community based self-government, and stimulate improved permanent employment and business opportunities as well as general living conditions in Indian communities.

DIMENSIONS (Constant Dollars)

| | |
|----------------|------------------|
| Person-Years: | 55 |
| Salary Budget: | \$493,421 |
| O&M Budget: | <u>\$254,342</u> |
| Total | \$747,763 |

SPECIFIC ACCOUNTABILITIES

- 1 Implements the government's policy of devolution of the administration of Indian programs to tribal councils and bands.
- 2 Directs the effective and efficient delivery of multi-disciplined programs either through departmental or Indian management, i.e. education, economic and social development, band support and capital management, lands, revenues and trusts, self government and alternate funding.

- 3 Represents the needs of the region in national policy and strategy development initiatives and also represents the federal government in administering programs and negotiating agreements affecting Indian communities through enhanced business and employment opportunities, and improved education, housing, and social programs.
- 4 Ensures open communication between Indian political leaders and groups, with territorial, municipal, and other public interest groups in fostering understanding and support for the development of Indian communities.

EVALUATION RATIONALE

Regional Director, Yukon

BM: TB-5-B

KNOW-HOW

- F Sound knowledge of regional programs for Indian and Inuit Affairs as well as related government and Band policies and objectives. A thorough knowledge of the socio-economic conditions of the varied cultures of Bands is also essential.
- III Operational management and coordination of the full range of departmental programs and services delivered to some 5,200 Status Indians who are assembled in 15 Bands housed on 24 Reserves throughout the territory. Conceptual management in establishing regional goals to meet national program objectives while leading the devolution of Indian programs to tribal councils and bands.
- 3 Critical level required in motivating staff and in dealing with Indian organizations, Band Councils, officials of territorial government and industry to discuss socio-economic problems which impact on the native population, and to formulate regional programs for their resolution.
- 528 Middle number reflects managerial expertise required to deliver social services to a specific element of Canadian population.

PROBLEM-SOLVING

- F Thinking within the broad policies and objectives, develops and formulates recommendations to the Deputy Minister to resolve problems and meet challenges facing the region's Status Indians, taking into consideration their unique position as wards of the Crown and their historical and cultural position as the original inhabitants of Canada.
- 4 Adaptive thinking challenge inherent in setting regional priorities to meet government objectives for devolution and native aspirations for self-government, and in the deployment of human and financial resources to reach such objectives. Resolves questions of jurisdictional responsibilities in various fields with officials of territorial and municipal governments.
- (50) Lower percentage reflects the guidance available from departmental policies.

ACCOUNTABILITY

- F Reporting to the Deputy Minister, acts within established functional goals and policies under general managerial direction. Functions with substantial independence in the management of programs and the provision of services to the native population. Policy recommendations are made to the Deputy Minister.
- 2P Primary impact on the end results of the Indian program in the region represented by a budget of \$747K (constant).
- 304 Middle number reflects the degree of direction available and the impact on the Indian Services delivered in the region.

SUMMARY

FIII3 528

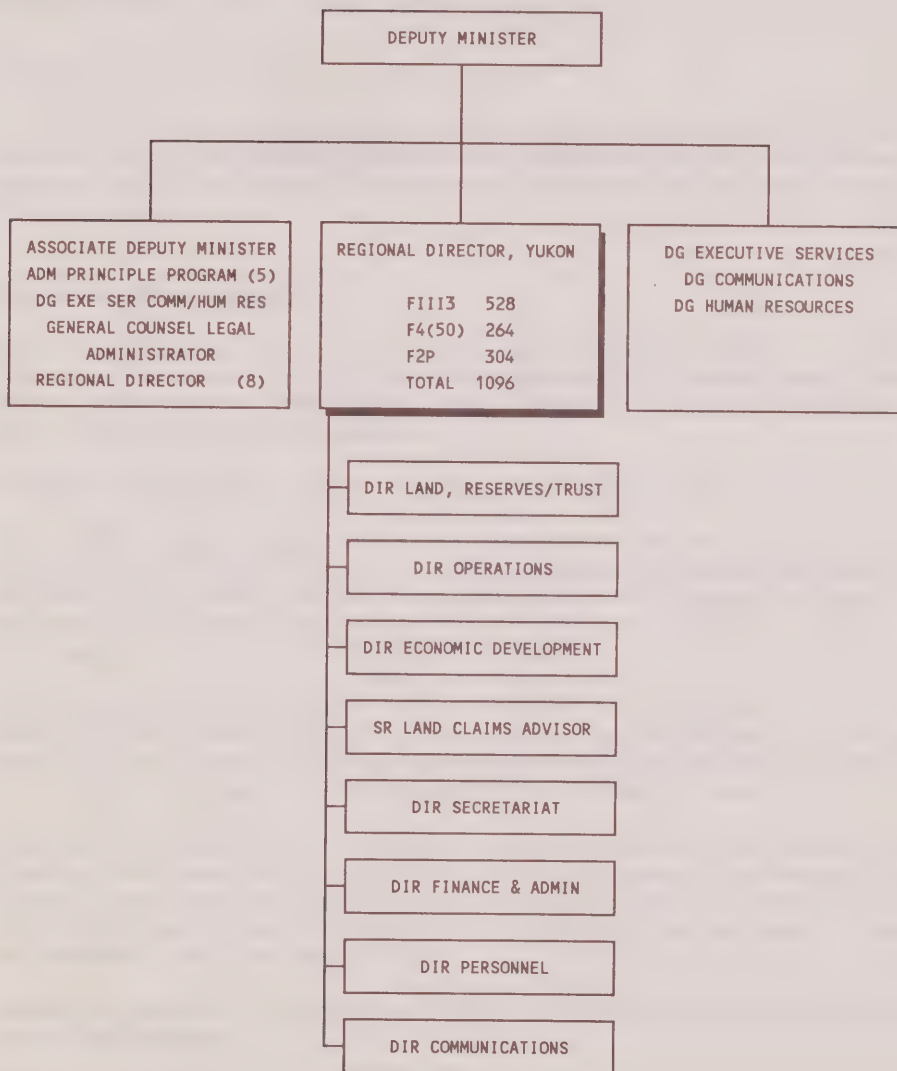
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-5-B



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-46-A

POSITION TITLE: Director, Program Support

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of policies, procedures and practices governing the provision of effective administrative, financial and property review services, on a centralized basis, to the Property Branch, including the establishment and control of the Branch and Division budgets.

ORGANIZATION STRUCTURE

This is one of eight positions at the fourth level reporting to the Vice-President, Property Branch. The others are: Director, Property Development; Senior Director, Realty Operations; Director, Official Houses; Senior Advisor, Property Projects; NCC Office Accommodation Officer; Executive Assistant and a Secretary.

Specific functions of the four positions reporting to the Director, Program Support are:

Chief, Program Support Services (staff of 7) is responsible for the development, maintenance and interpretation of policies regarding real asset management; the support and preparation of the Branch's inputs to the corporate planning cycle; program and operational analysis; the maintenance of the Branch Manual the briefing note system, and executive and general consulting; and the provision of administrative services.

Chief, Property Review Services (staff of 4) is responsible for the identification, review and challenge of assessments for payments of grants-in-lieu of taxes to the twenty (20) local taxing authorities in the National Capital Region; the processing of payments thereto; and the billing and recovery of grants payments where applicable from Commission tenants.

Chief, Financial Services (staff of 4) is responsible for the management and control of branch expenditures and person-years; the preparation of financial aspects of Branch corporate plan activity; the management and improvement of financial information and reporting mechanisms, including the Property Management Information System (PMIS); and the conduct of financial and investment analyses and statistical reports.

Secretary is responsible for the provision of secretariat and administrative and personnel services other support functions.

NATURE AND SCOPE

The Department develops and maintains a capital which stands as a symbol, a model of unity and a source of pride and inspiration for all Canadians.

The Property Branch provides all real estate and property management services required for the effective management of the real property owned and leased out by the Commission, in accordance with the property provisions stated in the National Capital Act.

The Program Support Division is responsible for the effective and efficient provision of services to the Property Branch covering three major functional areas: program support, property review and financial services.

The Director is responsible for the provision of organizational and methods analysis and advice, to improve program effectiveness and enhance productivity. He/she directs the review and assessment of program operations and the evaluation of program effectiveness. The Director provides advice to senior Commission officers and makes recommendations for organizational changes or program modifications to ensure achievement of objectives.

The Director is responsible for coordinating the development and preparation of the Branch input to corporate planning processes; oversees the development of the Branch tactical plans which account for 90% of the real asset management activities of the Commission. The Director ensures that planning documents submitted by the various divisions within the Property Branch are responsive to corporate strategies, policies and priorities.

The Director is responsible for the effective, efficient and economic management of the grants-in-lieu of municipal taxes program. The National Capital Act provides only the broadest authority under which this program operates. The Director represents the Commission in negotiations with the appropriate provincial and municipal governmental institutions where conflicting interests and priorities are prevalent in order that grants payments are only made where such payments are appropriate.

The Director is responsible for ensuring the provision of financial services for the Branch. The Director approves operating expenditures of the other divisions within the Branch, and provides a comptroller function in relation to the utilization of Branch resources.

The Director is responsible for information management throughout the Property Branch to ensure that all Branch records/data/information are maintained and controlled in a manner which will allow for maximum utilization and effectiveness in decision making by Branch staff.

The Director is responsible for the development, implementation, maintenance and improvement of Branch information systems in conjunction with and consistent with corporate information systems.

The Director receives only broad direction from the Vice-President and must anticipate and respond to the program support needs of all divisions within the Branch.

The Director approves proposals for the implementation of new office automation technology, and recommends development and acquisition to the Director Systems Branch.

The incumbent participates in the long and short term planning and operation of the Branch's objectives in particular, and the Commission's operation in general through participation in management committees and other interbranch committees.

In addition to committee membership, contacts are established at a senior level with provincial and local governments and Commission tenants to resolve differences pertaining to grants in lieu of municipal tax payments; contacts are maintained with senior officials of Public Works Canada to ensure comparable treatment of grants-in-lieu of tax payments. The incumbent regularly deals with other Branch Vice-Presidents and Directors as well as the Legal Advisor of the Department of Justice, on matters of policy and program implementation, problem resolutions and the preparation of comprehensive year end financial roll-ups and reports.

DIMENSIONS (Constant Dollars)

Person-Years:

| | |
|-----------|-------|
| Agency: | 2,449 |
| Branch: | 96 |
| Division: | 17 |

Operating Budget:

| | |
|-----------|------------|
| Agency: | \$26.5 mil |
| Branch: | \$ 7.0 mil |
| Division: | \$ 2.6 mil |

(includes salaries and grants)

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the Property Branch receives optimum value for expenditures, by assessing and approving projects and expenditures within the limits of the delegation of signing authorities.
- 2 Assists the Branch in particular and the Commission in general in achieving its goal of developing a real estate operation which is capable of succeeding in the private market place by directing the formulation of plans, policies, procedures and strategies.
- 3 Directs the formulation and implementation of sound financial services, goals, strategies and reports, pertaining to the management of the Commission's real property portfolio.
- 4 Increases Commission revenues and reduces expenditures where possible, through the administration of the grants in lieu of municipal taxes program, the authorization of payments and the timely recovery of monies from tenants.
- 5 Develops sound business practices which will enable the Branch to control and develop its resources.
- 6 Directs the provision of effective and efficient administrative support for the Branch.

- 7 Directs the development and implementation of information systems which will be responsive to Management's needs by keeping abreast of office automation technologies and advising Directors on their utilization.
- 8 Improves the efficiency and effectiveness of Division operations and service, through the development and motivation of staff and effective control of division expenditures.

EVALUATION RATIONALE

Director, Program Support

BM: TB-46-A

KNOW-HOW

- F Thorough knowledge of Property Branch holdings and policies along with accreditation in appraisal techniques and extensive experience in property negotiation and management.
- II Directs several major property functions; negotiation of acquisition and disposal of properties and lands; management of buildings, lands and parking lots; customer relations; appraisal services; and property legal advice.
- 3 Directs a work force of 17 staff years.
- 460 High rating reflects the high professional expertise in real property management required by the position.

PROBLEM-SOLVING

- E Property management policies and procedures are well defined as is appraisal and property management practice. Negotiations require adaptability and innovation.
- 3 Complex analysis of properties is required in appraisal and negotiations. Most items are related to two fields: property management and negotiations.
- (38) High percentage reflects the requirements to negotiate complex property arrangements.

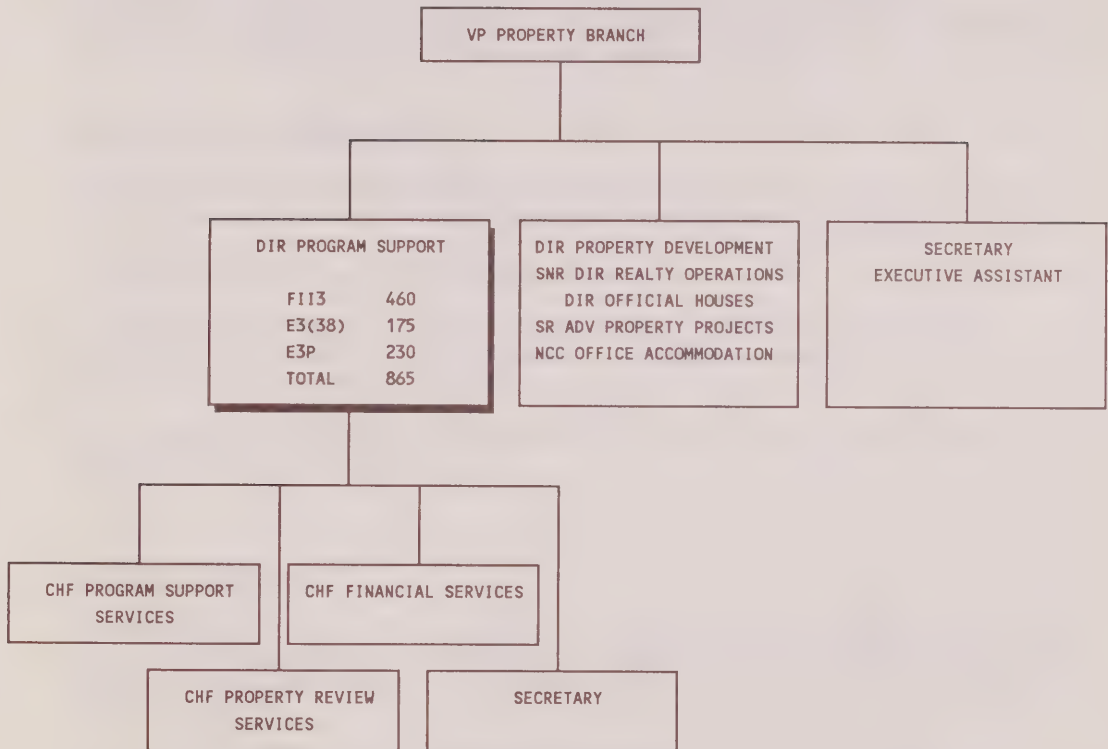
ACCOUNTABILITY

- E Reporting to the Vice President of Property, this position is responsible for all NCC property negotiations and acquisition and disposal.
- 3P Primary responsibility for property acquisitions as represented by an operating budget of 2.6 mil.
- 230 Low rating reflects the direction available from supervisor and size of budget.

SUMMARY

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| FII3 460 | E3(38) 175 | E3P 230 | 865 | A2 |
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GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-46-A



GOVERNMENT OF CANADA

MANAGEMENT CATEGORY BENCHMARK

NUMBER: TB-46-B

POSITION TITLE: Regional Director (Registrar), Atlantic

GENERAL ACCOUNTABILITY

The Regional Director as Registrar of the Board in the provinces of Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland, is accountable for directing and coordinating the program of the Board, including the processing, investigation and mediation of cases and the operational and administrative requirements of the Board.

ORGANIZATION STRUCTURE

This is one of five positions reporting to the Chairman through a Vice-Chairman. The other four are: Regional Directors (Registrar) of Quebec, Ontario, Central and Western Regions.

Reporting to the Regional Director (Registrar) are:

Labour Relations Officer is responsible for investigation of applications and complaints, mediation of complaints of unfair labour practices and illegal work stoppages and provision of advice and guidance to Boards's "clientele".

Office Manager is responsible for administration, coordination, clerical and word processing support of the Regional caseload.

NATURE AND SCOPE

The Board program has required the establishment of a decentralized organization consisting of five regional offices to serve the more than 35,000 establishments and 700,000 employees located throughout Canada that come under the jurisdiction of Part I (Industrial Relations) of the Canada Labour Code.

The Regional Director (Registrar) manages an operation that provides mediation services aimed at assisting the parties to achieve settlements of labour management disputes, investigation services aimed at obtaining factual information in applications and complaints, registrar services relating to the acceptance and processing of applications and complaints and the provision of advisory services. Factors that can influence the end result include variation in non-discretionary workloads, the complexity of applications and complaints received, tactical manoeuvres of the parties and the prevailing labour climate.

The Regional Director as Registrar for the Board is responsible for the interpretation and application of the Canada Labour Relations Board Regulations and the processing of applications and complaints. He/she is also responsible for the operational requirements including the determination as to whether or not to appoint a mediator or investigator and for the conduct of all investigation and mediation endeavours in the region. He/she is also

responsible for providing information, advice and assistance to employers, employees, unions and members of the legal, academic and industrial relations community on the provisions of the Canada Labour Code and the jurisprudence, policies, practices and procedures of the Board. As the senior representative of the board in the Region, the incumbent is responsible for the promotion of sound industrial relations and for advising the Board on current trends and anticipated developments, in general, as well the actual case load.

The incumbent is responsible for the exercise of broad discretion in the acceptance of complaints and applications having regard to the content, timeliness and authority of applicants and the determination as to whether deficiencies are such as to render an application unacceptable. If, on the receipt of an application or complaint, the Regional Director deems an investigation is necessary or desirable, he/she appoints an officer with authority to examine the books and records of the union or the employer and such other documentation as may be necessary for the determination of the case; provides guidance and assistance to investigators where specific problems are encountered, including the encouraging of the parties to co-operate and, if necessary, obtain an order from the Board to facilitate the investigation.

Where the Regional Director determines that attempted mediation is an appropriate response to a complaint or application, he appoints an officer to assist the parties towards reaching a settlement. The incumbent directly intervenes in extremely complex or sensitive cases or in emergency situations. He provides guidance and assistance, where necessary, in the settlement of complaints of unfair labour practice, unlawful strike/lockout applications, applications for consent to prosecute and applications for the filing of Board Orders in the Federal Court of Canada for enforcement purposes. The Regional Director advises the Board on the status of all cases on a continuing basis, including assessments as to whether a hearing will be necessary in cases still in process and the amount of hearing time that would likely be required. Advises the Board on a continuing basis of changing priorities and assessments of the requirements of each case, (i.e. successful mediation progress can indicate the possible cancellation of a hearing while scheduling a case for hearing may assist in mediation efforts). Also, unlawful strike application has top priority while a work stoppage is in progress, while cancellation or postponement of hearing may be an appropriate response when operations have returned to normal. In addition to reports on actual cases in progress, the Regional Director advises the Board on developments that may result in urgent cases or in an increase in the volume of work in the region and on specific problems relating to developments in the region or national problems which are manifesting themselves. The Regional Director, as a member of the Board's Management Committee advises the board on perceived problems or proposed improvements in the legislation, regulations, policies, jurisprudence or procedures.

Significant challenges facing a Regional Director involve intervening between parties in situations of extreme antagonism which require considerable tact and firmness to retain respect for the impartiality of the Board and compliance with the provisions of the statute. This hostility between parties is apparent in union organizing activities leading to certification applications and becomes more vehement in complaints of unfair labour practice and unlawful strike or lockout applications. While the labour relations jurisdiction is essentially provincial, the more sensitive undertakings are in the federal field which represents interprovincial activities and those declared by Parliament to be in the interests of Canada.

The national implications of railway, airline, longshoring and shipping strikes are readily apparent as also are the international consequences of disruption of the movement of passengers and goods between Canada and other countries. Even a minor stoppage in one area can affect a whole national system.

The Regional Director is in constant contact with employers, unions and their legal counsel, including national as well as local representatives, both in regard to the provisions of the statute, the regulations and jurisprudence of the Board as well as in regard to specific cases in process and request for extension of time limits. Contacts are initiated to encourage compliance when problems are anticipated on the basis of information received from various sources. When amendments to the Code were about to be introduced to regulate hiring hall practices, provision of financial statements to members and imposing a statutory duty of fair representation on unions, Regional Directors made advance contact to explain provisions of the Bill to unions which would be covered and encourage compliance and minimize the number of cases arising from allegations of non-compliance with the new provisions. Regional Directors are also required to provide information on the impact of other legislation on Industrial Relations under the Code. Sound advice is necessary for aggrieved employees when the circumstances warrant that they should be referred to the Human Rights Commission or the unjust dismissal provisions of the Code administered by Labour Canada.

The Regional Director handles many inquiries from the legal and academic community and is occasionally required to make a presentation or participate in seminars and other functions of unions, employers or educational establishments.

The Regional Director is the essential link between the Board and the Region, advising on all aspects of the application of the program in the region and recommending scheduling, postponement or cancellation of hearings in an environment of constantly changing priorities.

DIMENSIONS (Constant Dollars)

Number of Staff: 3

Primary Budget: \$38,123

SPECIFIC ACCOUNTABILITIES

- 1 Maintains a high quality of mediation, investigation and registrar services by establishing and enforcing standards of performance.
- 2 Ensures the identification of issues in cases which may require public hearing or disclosure of additional information, through investigation or further submissions by parties; anticipates problems requiring special treatment and investigates and mediates in especially complex or sensitive cases.
- 3 Develops and implements operational programs, practices, procedures and priorities and evaluates and modifies existing ones as necessitated by amendments to legislation, Board policy changes, and changing industrial relations practices and patterns.
- 4 Develops and maintains liaison with other federal and provincial agencies to ensure cooperation on matters of mutual concern.

- 5 Provides advice and recommendations to the Chairman and Vice-Chairman of the Board on the treatment and disposition of applications and complaints, and keeps abreast of evolving Board requirements and policy through attendance at in-camera meetings of the Board and frequent contact with members.
- 6 Ensures uniformity of mediation and investigation techniques and methods, and manages assigned resources with probity.

EVALUATION RATIONALE

Regional Director (Registrar), Atlantic

BM: TB-46-B

KNOW-HOW

- F Broad knowledge of the principles and practices of labour relations within a number of industrial sectors including the mining, transportation, broadcasting, construction, banking and shipping fields; thorough understanding of the principles and techniques of mediation and of applicable portions of the Canada Labour Code and Board regulations.
- II Operational coordination of the investigation of applications and complaints, and the reconciliation of disputes for the region.
- 3 Critical human relations skills are required in motivating staff, and harmonizing conflicting interests in complaints.
- 460 Highest number is consistent with the expertise required to manage the delivery of all Board services in the region.

PROBLEM-SOLVING

- F Thinking within broad objectives and regulations and the provisions of the Canada Labour Code in determining the depth of investigations and the feasibility of mediation.
- 4 Analytical thinking is required in assessing complaints and developing appropriate methods of resolution
- (50) Lower percentage is consistent with the degree of guidance available from policies and precedents.

ACCOUNTABILITY

- F Reporting to the Vice-Chairman of the Board, acts within broad managerial direction in the investigation, mediation and resolution of complaints.
- 1P Primary impact on the regional operation as represented by \$38,000 in annual direct expenditures and a staff of 3.
- 230 Middle number reflects the independence of action in resolving industrial disputes and size of budget.

SUMMARY

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|----------|------------|---------|-----|---|
| FII3 460 | F4(50) 230 | F1P 230 | 920 | 0 |
|----------|------------|---------|-----|---|

GOVERNMENT OF CANADA
MANAGEMENT CATEGORY BENCHMARK
NUMBER: TB-46-B

CHAIRMAN/VICE-CHAIRMAN

REGIONAL DIRECTORS
(REGISTRAR) OF
QUEBEC REGION
ONTARIO REGION
CENTRAL REGION
WESTERN REGION

REGIONAL DIRECTOR
(REGISTRAR) ATLANTIC
FII3 460
F4(50) 230
F1P 230
TOTAL 920

LABOUR RELATIONS OFFICER

OFFICER MANAGER

BM: TB-46-B

ACCOPRESS
GENUINE PRESSBOARD BINDER
CAT. NO. BBS 2507 FMB

AGCO CANADIAN COMPANY LTD
TORONTO
ORIENTSBURG, N.Y. CHICAGO, LONDON

